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**DEPARTMENT OF DEFENSE**

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**ACQUISITION CAREER  
MANAGEMENT**

**MANDATORY COURSE  
FULFILLMENT PROGRAM AND  
COMPETENCY STANDARDS**

**DISTRIBUTION STATEMENT A**

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ACQUISITION AND  
TECHNOLOGY

## OFFICE OF THE UNDER SECRETARY OF DEFENSE

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### FOREWORD

This guide is issued under the authority of Department of Defense (DoD) Manual 5000.52-M, *Career Development Program for Acquisition Personnel*. Section 812(c) of Public Law 102-484, "the National Defense Authorization Act for Fiscal Year 1993," October 23, 1992, requires the Secretary of Defense, acting through the Under Secretary of Defense (Acquisition and Technology), to develop a fulfillment plan enabling acquisition workforce members to satisfy their mandatory training requirements based on previous experience, education, and/or alternative training programs. This guide lists the competencies associated with each mandatory Defense Acquisition University (DAU) course required in the various functional career paths. The procedures outlined in the guide require employees to document experience and/or training associated with each course competency to receive fulfillment credit.

This guide is mandatory for immediate use by the DoD Components. The Heads of the DoD Components may issue instructions necessary to implement this program. However, the procedures outlined in this guide may not be supplemented without the prior approval of the Deputy Under Secretary of Defense (Acquisition Reform). Questions concerning the fulfillment program should be directed to the Directors of Acquisition Career Management.

Colleen A. Preston

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# CHAPTER 1

## FULFILLMENT PROGRAM

### A. INTRODUCTION

The Department of Defense (DoD) Manual, *Career Development Program for Acquisition Personnel*, states that members of the acquisition workforce may fulfill their mandatory training requirements based on previous experience, education, and/or alternative training programs. The FY 93 Defense Authorization Act requires that DoD have a fulfillment plan in place for eligible acquisition personnel.

The Under Secretary of Defense (Acquisition & Technology) delegated this responsibility to the Director, Acquisition Education, Training and Career Development (AET&CD). The fulfillment plan outlined in this guide utilizes competencies developed by the Office of the Secretary of Defense (OSD) Functional Boards. A consortium of DoD schools under the auspices of the Defense Acquisition University (DAU), then develops and delivers this training to the acquisition workforce. These competencies establish the baseline standards for demonstrating fulfillment of the mandatory courses listed in DoD 5000.52M.

The purpose of the fulfillment program is to enable acquisition workforce members to receive credit for courses for which they already have the required competencies. With increased emphasis on training for members of the acquisition workforce, having training on a personnel record makes an employee more competitive with his/her peers. In some cases, however, the employee already possesses the abilities that the course imparts but does not have the formal training. This program is designed to allow that employee to receive credit for the course and not fall behind other employees who receive this training. This will allow less experienced employees greater opportunities to receive the training; while granting more experienced employees fulfillment based on their experiences or prior training. This program is not designed to restrict attendance at any course for any employee who does, in fact, require the training being offered.

The dynamic nature of acquisition management will dictate regular updates to this guide. Changes in course competencies approved by DAU and the career management functional boards will be reflected in future updates. Since future versions will supersede this version of the guide, employees seeking fulfillment should ensure they are using the most current version of the guide.

## B. PROCEDURES

Individuals begin the process by determining which training requirements they are seeking to satisfy through fulfillment. Information on which DAU courses are mandatory for each functional career path can be found in the DAU catalog.

Self-assessment forms for each course can be found in chapter 2 of this guide. Individuals will complete a self-assessment form and section I of the DD Form 2518 (Fulfillment of DoD Mandatory Training Requirements - See Appendix A) for each course they believe they can satisfy through experience, education and/or alternative training.

The official authorized to conduct the review (in most cases, the first-level supervisor) shall determine whether the employee's self-assessment adequately meets each of the individually listed competencies for the course. If, in the judgment of a reviewing official (first or second-level), additional or amplifying information is needed in order to reach a conclusion, the official shall interview the employee and/or request further documentation to support the self-assessment. An individual must satisfactorily meet *all* the competencies for each course.

Upon completion of the review, the first-level official concurs or nonconcur in block 16 of the DD Form 2518 and signs block 17. For all courses except PMT 302 (Advanced Program Management Course), the complete package is then approved or disapproved by the second-level official. (PMT 302 procedures are covered in a separate section on page 3.)

Both the first and second-level officials in the review process should have certification in the acquisition functional area being reviewed. As a minimum, this certification *should* be at the same level as the course for which the documentation is being evaluated. Course graduates are preferred.

Components will develop procedures for entering fulfillment credit into the employee's training record. Additionally, employees are encouraged to retain a copy of the self-assessment form and any other supporting documentation for their records.

If the DD Form 2518 is not approved, the non-concurring official provides the individual with the rationale for non-concurrence. The supervisor of the individual is expected to develop alternate strategies that will assist the individual in obtaining certification. The Individual Development Plan required by DoD Manual 5000.52M shall be used to document the strategy for civilian acquisition workforce members. Military members shall adhere to the career management policies and practices of the Military Departments in developing such a strategy.

## **C. SPECIAL PROCEDURES FOR PMT 302**

For PMT 302, the first level approved, completed DD Form 2518 and appropriate supporting documentation (such as resumes, career briefs, transcripts, etc) are forwarded in accordance with Component procedures for higher level review. This review shall be completed by that official delegated by the Component Head or Service Acquisition Executive (SAE).

## **D. AUDITS**

To ensure the integrity of the course fulfillment program, the DACMs will periodically review selected, approved fulfillment packages. These reviews will ensure that first and second level officials in the field are properly conducting fulfillment evaluations.

Further, the Defense Acquisition University will periodically audit fulfillment packages to ensure consistency in granting fulfillment.

## **E. TRANSITION**

The course fulfillment procedures outlined in this guide are intended to be a DAWIA transition tool. The fulfillment program is intended to ensure that employees already in the workforce are not sent to training unnecessary. The program is not intended to provide individuals with the opportunity to use fulfillment as a substitute for needed career or professional development training.

## **F. IMPLEMENTATION AND SUPPLEMENTATION**

Components may issue instructions necessary to implement the fulfillment program. However, the procedures outlined above shall not be supplemented without the prior approval of the Under Secretary of Defense (Acquisition & Technology).

# *Chapter 2*

## *Competency Standards*

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION  
MANAGEMENT**

<b>ACQ 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Recognize how DoD implements the Defense Acquisition Workforce Improvement Act (DAWIA).			
2	Define systems acquisition management and identify the key players that influence defense acquisition.			
3	Identify the defense acquisition life cycle phases and milestones and the key activities associated with each.			
4	Recognize acquisition categories and the principal regulations governing defense systems acquisition.			
5	Recognize how the Acquisition Program Baseline, exit criteria, and acquisition strategy are used to control risk.			
6	Identify the stages of small group development and explain how group participation can enhance individual performance.			
7	Identify procedures for program initiation, including validation and documentation of requirements, and recognize how operational requirements evolve to performance requirements during system development.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION  
MANAGEMENT**

<b>ACQ 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
8	Define basic financial terms (commitment, obligation, expenditure, outlay) and identify the major defense appropriations associated with weapon systems management.			
9	Recognize the advantages and disadvantages of different cost methodologies.			
10	Identify the key events and players in DoD for each phase of the Planning, Programming and Budgeting System (PPBS).			
11	Recognize the key committees and processes involved in the Congressional enactment of resources for DoD.			
12	Define the purpose and types of Work Breakdown Structure (WBS).			
13	Recognize the basic concepts, procedures and key players involved in the contracting process.			
14	Define the differences between sealed bid and competitive proposals.			
15	Identify why different contract types are used in the contracting process.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION  
MANAGEMENT**

<b>ACQ 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
16	Describe the source selection procedures used to evaluate major system contract proposals and how selection for contract award is done based upon a fair and reasonable price.			
17	Identify the mission and responsibilities of the Defense Contract Management Command (DCMC), the Defense Contract Audit Agency (DCAA) and the Defense Finance and Accounting Service (DFAS).			
18	Define how the Government modifies contracts, and describe the relationship between the Government, the prime contractor, and the subcontractor.			
19	Outline the major provisions of the Misappropriation and Anti-Deficiency Acts.			
20	Identify the purpose and process of Contract Performance Measurement, and explain the policy concerning Cost Schedule Control System Criteria.			
21	Identify the 10 Integrated Logistics Support (ILS) elements.			
22	Describe the role of Logistics Support Analysis across the acquisition life cycle.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION  
MANAGEMENT**

<b>ACQ 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
23	Describe how reliability, maintainability and availability requirements impact the systems engineering process.			
24	Describe the systems engineering process and recognize the importance of concurrent engineering.			
25	Define the role of configuration management in the SE process.			
26	Identify the basic components of a computer system.			
27	Distinguish between mission critical computer resources (MCCR); automated information systems (AIS); and command, control, communications, and intelligence (C3I) systems.			
28	Relate the software development process to the acquisition life cycle.			
29	Identify the major objectives and types of developmental and operational testing.			
30	Identify the steps in the research and development cycle.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 101 - FUNDAMENTALS OF SYSTEMS ACQUISITION  
MANAGEMENT**

<b>ACQ 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
31	Identify the five basic elements of the manufacturing process and the role of manufacturing management across the acquisition life cycle.			
32	Recognize the long term impacts of early decisions on total life cycle cost.			
33	Develop an acquisition strategy.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION COURSE**

<b>ACQ 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Apply quantitative problem solving methods in addressing program management problems and issues.			
2	Understand various DoD acquisition program planning and control methods and distinguish between graphic communication tools typically associated with the DoD acquisition process.			
3	Understand the concepts, promotion, and management of science and technology (including ATDs, ACTDs and dual use technology) including its impact upon DoD acquisition and associated issues.			
4	Understand military vs commercial specifications and COTS/NDI procurement.			
5	Understand the process for requirements generation. Developing an acquisition strategy and program initiation activities for DoD programs in accordance with the DoD 5000 series acquisition directives and instructions.			
6	Understand practical program execution concepts that can lead to success or failure of a defense acquisition program in today's environment			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION COURSE**

<b>ACQ 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
7	Understand the behavioral skills necessary for successfully Integrated Product Teams (IPTs).			
8	Understand how to optimize the acquisition management process by viewing it as a system rather than unrelated or loosely related parts including acquisition related organizations and the interrelations of the PPS, Requirements Generation, and Acquisition Management systems.			
9	Understand customer satisfaction, process management, and continual improvement as key parts of the system.			
10	Understand the relationship between ethical values, ethics, and ethical behaviors.			
11	Understand the activities that are conducted within the systems engineering process.			
12	Understand the nature, purpose and timing of outputs of the systems engineering process.			
13	Understand the origin of the Work Breakdown Structure (WBS), the different types, and their roles in the acquisition process.			
14	Understand the structure and preparation techniques for a statement of work (SOW).			
15	Understand concepts for analyzing technical risk within the risk management program.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION COURSE**

<b>ACQ 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
16	Understand the role of trade studies in the acquisition process and basic considerations for their conduct.			
17	Understand the concept and use of technical performance measurements in risk management.			
18	Understand the role of technical reviews in the systems engineering process, types of reviews, and guidelines for their execution.			
19	Understand the role and functions of configuration management in the acquisition process.			
20	Understand the relationship of technical data management in the acquisition process.			
21	Understand the responsibilities and methods for interface management.			
22	Understand the relationships of systems acquisition, acquisition logistics, and operational logistical support.			
23	Understand the scope of the acquisition logistics effort and Logistic Support Analysis during the development and deployment of new or modified systems.			
24	Understand the policy and objectives of MIL-STD-1388-1A.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION COURSE**

<b>ACQ 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
25	Understand the use of Logistic Support Analysis Reports and policy of MIL-STD-1388-2A/2B concerning logistics data management.			
26	Understand management issues concerning supportability, reliability, availability, and maintainability.			
27	Understand the Test and Evaluation planning and execution processes and their contributions during each acquisition phase and at each milestone.			
28	Understand the format of the Test and Evaluation Master Plan (TEMP) and the development of a draft TEMP that supports a selected acquisition strategy.			
29	Understand the availability of the Test and Evaluation Community Network (TECNET) for communications of T&E information and current automated test tools such as the Automated Test Planning System (ATPS).			
30	Understand the fundamental economic and technical principles of manufacturing management.			
31	Understand that both product performance and production efficiency can usually be achieved from the same design approach.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION COURSE**

<b>ACQ 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
32	Understand the need for effective Producibility Engineering and Planning (PEP) to assure a smooth transition from development to production.			
33	Understand cost accounting purposes, concepts, and terms including how government contractors use cost/management accounting and the use of indirect cost rates.			
34	Understand the contracting processes from an integrative multidisciplinary contract strategy. Such processes include types of contracts, incentive structures, source selection planning, proposal evaluation, and shared organizational responsibilities occurring in the post award phase.			
35	Understand contract negotiation activities, strategies and the role of the Procurement Contracting Office and the Administrative Contracting Office in acquisition program management.			
36	Understand the importance of contract performance measurement for program control.			
37	Understand implementation of surveillance in a DoD contract and the analysis and use of Cost/Schedule Control Systems Criteria (C/SCSC) and it's components.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION COURSE**

<b>ACQ 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
38	Understand earned value.			
39	Identify the reports used in major acquisition contracts and understand their primary purpose.			
40	Understand the basic techniques used to forecast the estimated cost at completion.			
41	Understand the policies and procedures involved in the development of the Services' and OSD's program budget submissions and associated legal and regulatory constraints.			
42	Understand how Congress reviews the DoD portion of the President's Budget and how this process leads to the budget resolution, authorization and appropriation.			
43	Understand the regulatory and technical management frameworks for the acquisition of Mission Critical Computer Resources (MCCR), Command, Control, communications, and Intelligence (C3I), and Automated Information Systems (AIS).			
44	Understand the DoD software development process, the software lifecycle, software management metrics and their relationship to the overall system acquisition process.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**ACQ 201 - INTERMEDIATE SYSTEMS ACQUISITION COURSE**

<b>ACQ 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
45	Understand the program office key activities needed to support software test program planning and management.			
46	Understand key software-specific acquisition planning activities and tasks essential for preparation of a request for proposal, proposal evaluation and contractor award.			
47	Understand the major risks that characterize software acquisition and development and be able to select a set of appropriate risk mitigation strategies.			
48	Understand DoD environmental policy.			
49	Understand life cycle costs and cost estimating methodologies.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**AUD 1130 - TECHNICAL INDOCTRINATION**

<b>AUD 1130</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	List the elements of a contract's life cycle and the general types of negotiated contracts.			
2	Contrast principal objectives of government contract cost accounting and financial cost accounting.			
3	Explain the history of FAR Part 31 and discuss allocability, allowability, reasonableness and selected cost principles.			
4	Describe the background, purpose and fundamental requirement of each Cost Accounting Standard.			
5	Calculate questioned overhead and G&A rates as a result of pool and/or base adjustments.			
6	Identify relationships between Generally Accepted Auditing Standards and Generally Accepted Government Auditing Standards.			
7	Describe importance, pitfalls and major considerations of risk assessment.			
8	List common sources of audit research material.			
9	State requirements of FAR Part 15 and Standard Forms 1411 and 1412.			
10	Select, run, and evaluate the proper E-Z Quant sample program.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**AUD 1130 - TECHNICAL INDOCTRINATION**

<b>AUD 1130</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
11	List the importance and elements of working papers and prepare working papers required by an audit program step.			
12	Identify major components and requirements of audit reports and draft initial pricing audit report.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**AUD 1320 - INTERMEDIATE CONTRACT AUDITING**

<b>AUD 1320</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Explain the importance of defining audit objectives and planning the audit.			
2	List factors influencing risk assessment and assess high and low audit risk areas.			
3	State the importance of Generally Accepted Government Auditing Standards.			
4	Explain why auditors need to attend negotiations.			
5	Demonstrate negotiation techniques and concepts.			
6	List requirements of Form 2000, explain auditor responsibility to detect fraud, and identify common fraud indicators.			
7	Relate the purpose and requirements of the Cost Accounting Standards and complete case studies on CAS 401 and accounting changes.			
8	Evaluate post award review concepts and complete a case study on price adjustment.			
9	Illustrate audit leads and observations.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**AUD 4120 - STATISTICAL SAMPLING**

<b>AUD 4120</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Define the criteria for a valid statistical sample.			
2	Differentiate between variable and attribute sampling			
3	Differentiate between dollar unit and physical unit sampling			
4	Discuss the proper use of judgment in sampling.			
5	Choose the proper sample selection method for given examples.			
6	Select the appropriate sample sizes of given criteria.			
7	Choose the best stratification methods for a specific application.			
8	Select sampling objectives.			
9	Use the E-Z Quant sampling programs.			
10	Judge the usefulness of sample results.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**AUD 4230 - GRAPHIC, COMPUTATIONAL AND IMPROVEMENT  
CURVE ANALYSIS TECHNIQUES**

<b>AUD 4230</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Identify audit situations where regression analysis or improvement curves could be applied.			
2	Properly use the correct E-Z Quant program output including graphs and statistical measures.			
3	Correctly interpret the E-Z Quant program output including graphs and statistical measures.			
4	Determine if reliance can be placed upon the analysis and ways to properly improve the analysis.			
5	Analyze improvement curve data and identify major irregularities or significant changes in trend data and adjust the data to establish estimates of the contractor's future production cost.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**AUD 8560 - DCAA SUPERVISORY SKILLS WORKSHOP**

<b>AUD 8560</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Incorporate DCAA's personnel management requirements into personnel actions.			
2	Examine the process for assigning and monitoring audit personnel assignments and maintain consistency with the tenets of Situational Leadership			
3	Use the DMT approach to resolve people problems.			
4	Design improvements in audit quality while developing auditor competence and commitment.			
5	Select key personnel management programs (staffing, training and development, performance appraisal, promotions, and employee relations) in carrying out personnel management functions.			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**

**BCE 101 - FUNDAMENTALS OF COST ANALYSIS**

<b>BCE 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Explain the major types of life cycle cost estimates and explain their use in the life cycle management model.			
2	Describe the structure of a life cycle cost estimate.			
3	Use descriptive statistics to develop and communicate information.			
4	Use inferential statistics to estimate population means and perform hypothesis tests.			
5	Use appropriate guidance to estimate the effects of inflation on cost estimates.			
6	Use regression and correlation to develop cost estimating relationships in linear, power and exponential forms.			
7	Define the learning curve of a historical system.			
8	Develop a learning curve for a new system and use it to predict recurring production costs.			
9	Describe the purpose and general method of execution of the Design to Cost program.			
10	Validate a life cycle cost estimate performed by a different agency.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BCE 101 - FUNDAMENTALS OF COST ANALYSIS**

<b>BCE 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
11	Estimate the risk reserve required for a program.			
12	Define the purpose and the general organization of a COEA.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BCE 204 - INTERMEDIATE COST ANALYSIS**

<b>BCE 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Explain the acquisition milestone process and explain the cost analyst's role and responsibilities in this process.			
2	Describe a logical process to be undertaken in the development of a cost model and comprehend the contribution of each step in the process to the cost model.			
3	Perform data collection in support of an estimate.			
4	Normalize data for differences in definition, economic year of the dollars, and quantities.			
5	Use appropriate inflation indices to inflate/deflate estimates and actuals between constant-year and then-year dollars.			
6	Use regression analysis to develop cost estimating relationships in linear, power, and exponential forms.			
7	Comprehend the use of transformations in regression analysis.			
8	Analyze regression output to determine preferred cost estimating relationships, and interpret what implications the statistics have on the ability to estimate future tasks.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BCE 204 - INTERMEDIATE COST ANALYSIS**

<b>BCE 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
9	Perform residual analysis to determine whether model assumptions are violated. If model assumptions are violated, recommend corrective action, if any.			
10	Describe the basic structure and need for cost model documentation.			
11	Understand the strengths and weaknesses of the following non-statistical estimating techniques: expert opinion, analogy, cost factors, and wraparound rates.			
12	Explain the conditions which must exist for cost improvement to be possible.			
13	Explain the elements of cost improvement.			
14	Comprehend the differences between unit and cumulative average cost improvement curves.			
15	Develop and use cost improvement curve slopes for unit, cumulative average, rate, and fixed cost models.			
16	Estimate cost improvement lost from breaks in production.			
17	Analyze a program schedule to determine the appropriate time phasing techniques(s) for the Development, Production, and Operating & Support cost elements.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BCE 204 - INTERMEDIATE COST ANALYSIS**

<b>BCE 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
18	Understand the risk management process in system acquisition.			
19	Estimate the risk dollars required to estimate at the mean or other specified confidence levels.			
20	Describe the basic structure and need for cost estimate documentation.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BCE 206 - COST/RISK ANALYSIS**

<b>BCE 206</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Assess subjective probabilities to present uncertain cost elements in a major defense acquisition program.			
2	Model the cost risk associated with a major defense acquisition program.			
3	Judge the reasonableness of cost risk analysis for a major defense acquisition program.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BCE 207 - ECONOMIC ANALYSIS**

<b>BCE 207</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Describe Department of Defense (DoD) policy and requirements for economic analysis.			
2	Explain the procedures for conducting an economic analysis.			
3	Perform multi-attribute decision making, to include two manual means of analyzing benefits, based on linear transformation.			
4	Apply the four methods of cost estimating.			
5	Apply inflation techniques.			
6	Understand time value of money and apply Office of Management and Budget (OMB) guidance on discounting.			
7	Demonstrate techniques for sensitivity and risk analyses in economic analyses.			
8	Conduct economic analyses of materiel systems.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BCE 208 - SOFTWARE COST ESTIMATING**

<b>BCE 208</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Describe the software acquisition process in general terms.			
2	Determine the most appropriate cost estimating methodology and the types of data required to perform a software cost estimation.			
3	Formulate and test models for software life cycle cost estimating.			
4	Compare and contrast alternative techniques for software cost estimating.			
5	Apply techniques for software cost estimating.			
6	Discuss the strengths and weaknesses of several software cost estimating models.			
7	Explain the major influences on the software cost estimating process (key players, decision points, concurrent activities, risk, reuse).			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 102 - CONTRACT PERFORMANCE MANAGEMENT  
FUNDAMENTALS**

<b>BFM 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Explain acquisition policies and procedures related to Contract Performance Management (CPM).			
2	Summarize CPM inputs to an Acquisition Plan.			
3	Defend CPM inputs to an Acquisition Plan.			
4	Explain to a program manager the questions/issues related to contractual implementation of CPM.			
5	Explain CPM RFP inputs.			
6	Defend CPM inputs in an RFP.			
7	Evaluate contractor proposals for compliance.			
8	Explain support to contract negotiations.			
9	Summarize the planning, organizing, and scheduling of contractor performance management reviews.			
10	Generalize the performance measurement baseline (PMB) management process.			
11	Explain the cost/schedule control system review process.			
12	Summarize the development and maintenance of Memorandum of Agreement (MOA) for the conduct of Cost/Schedule surveillance.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 102 - CONTRACT PERFORMANCE MANAGEMENT  
FUNDAMENTALS**

<b>BFM 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
13	Summarize surveillance plan contents.			
14	Paraphrase the process of Cost Schedule Control System Surveillance.			
15	Defend development of cost reimbursement/progress payment determination to the contractor.			
16	Distinguish types of changes in accordance with JIG to contractor cost/schedule control systems descriptions.			
17	Produce cost and schedule performance information which facilitates the integration of cost/schedule and technical performance status.			
18	Explain support to program manger/contractor progress reviews.			
19	Demonstrate support for DoD program management reviews and technical reviews.			
20	Summarize interpretation and arbitration of CPM issues.			
21	Extends application of contract performance management data into PPBS.			
22	Summarizes comprehensive reports to both internal and external management.			

# **COMPETENCIES** **EMPLOYEE SELF-ASSESSMENT**

## **BFM 201 - SYSTEMS ACQUISITION FUNDS MANAGEMENT**

<b>BFM 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Understand and relate the acquisition management system policies (DoD 5000 series) with the DoD resource allocation process.			
2	Understand cost methods and procedures used in the justification of various phases of life cycle costing.			
3	Identify and apply the law, policies, and practices applicable to developing a program budget.			
4	Understand the Planning, Programming and Budgeting System process and its relationship to the development of program budget submissions.			
5	Understand the congressional review process that leads to budget resolution, authorization, and appropriation of the DoD budget.			
6	Understand the process by which budget authority is apportioned, executed and reprogrammed.			
7	Understand major provisions of fiscal law that governs the use of budget authority.			
8	Understand the funding and budgeting issues involved with each type of contract used in system acquisitions.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 203 - INTERMEDIATE CONTRACT PERFORMANCE  
MANAGEMENT**

<b>BFM 203</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Apply acquisition policies and procedures related to Contract Performance Management.			
2	Correctly apply CPM policy relative to program manager questions/issues related to contractual implementation of CPM.			
3	Prepare CPM RFP inputs.			
4	Demonstrate correct application of CPM policy to RFP inputs.			
5	Correctly apply CPM policy in evaluation of contractor proposals for compliance.			
6	Correctly apply CPM policy in support to contract negotiations.			
7	Demonstrate the planning, organizing, and scheduling of contractor performance management reviews.			
8	Relate the performance measurement baseline (PMB) management process.			
9	Operate the cost/schedule control system review process.			
10	Produce the Memorandum of Agreement (MOA) for the conduct of Cost/Schedule surveillance.			
11	Prepare surveillance plan.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 203 - INTERMEDIATE CONTRACT PERFORMANCE  
MANAGEMENT**

<b>BFM 203</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
12	Operate the process of Cost Schedule Control System Surveillance.			
13	Demonstrate development of cost reimbursement/progress payment determination to the contractor.			
14	Relate types of changes in accordance with JIG to contractor cost/schedule control systems descriptions.			
15	Distinguish cost and schedule performance information which facilitates the integration of cost/schedule and technical performance status.			
16	Demonstrate support to program manger/contractor progress reviews.			
17	Demonstrate support for DoD program management reviews and technical reviews.			
18	Prepare interpretation and arbitration of CPM issues.			
19	Compute application of contract performance management data into PPBS.			
20	Prepare comprehensive reports to both internal and external management.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 204 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS**

<b>BFM 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Understand Contractor Financing: A business is a system of cash flows and that money has time value. Know three categories of cash inflows. Know four categories of cash outflows. Know the cash flow cycle. Know time value of money concept.			
2	Understand Financial Reporting of DoD Contractors. Understand the format and managerial considerations affecting financial statements. Identify the fundamental accounting concepts used to determine appropriate financial statement values. Identify the purpose and main elements of the balance sheet, statement, and statement of cash flows. Differentiate between: a) Expenses versus cash expenditures, and b) Revenue versus cash receipts. Explain the purpose of cash flow analysis and difference between and uses of cash.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 204 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS**

<b>BFM 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
3	Understand Financial Analysis of DoD Contractors: How financial analysis is used as a basis for evaluating the results of business operations. Explain the role of financial capability analysis in the DoD acquisition process. Identify various sources of financial data. Explain how ratios are used to assess activity, liquidity, leverage, and profitability. Explain the interrelationships among profit margin, return on investment, and return on equity.			
4	Understand Contractor Finance for Acquisition Managers: Demonstrate the interrelationship of profitability, efficiency of asset utilization, and other financial ratios. Understand the relationship of profit margin, turnover, and leverage. Understand the availability of information -- sources and types.			
5	Understand Types of Contracts: The characteristics and appropriate use of various types of contracts. Differentiate between fixed price & cost contracts with respect to the obligations of the parties. State terms associated with each type of contract. Identify factors that influence contract type selection.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 204 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS**

<b>BFM 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
6	Understand Contract Administration: The mission and responsibilities of a Contract Administration Office (CAO). Identify the primary organization that performs contract administration for defense contracts. Describe the primary contract administration functions performed by the CAO. Explain the purpose of a Memorandum of Agreement. Explain the relationship between the Program Office and CAO.			
7	Understand Sales Forecasting and the Annual Operating Plan: The process involved in forecasting sales for government contractors and its impact on all other financial planning. Explain how government contractors develop their sales forecasts. Understand the importance of sales forecasting in relation to all other financial planning. Identify the major components of annual operating plans and long range plans.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 204 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS**

<b>BFM 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
8	Understand Cost/Managerial Accounting and how it is used by government contractors. Explain how cost/managerial accounting differs from financial accounting. Identify the major types of cost systems. Distinguish between direct and indirect type costs and describe how overhead rates are calculated. Discuss the common types of indirect cost pools. Describe the major types of costs in each indirect cost pool. Understand the significance of the Cost Accounting Standards Board (CASB) and CAS 401 and 402.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 204 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS**

<b>BFM 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
9	Understand Cost Accounting for Government Contracts: How contractor indirect costs are managed for government contracts and Cost terminology associated with government contracting. Understand how (1) forward pricing, (2) billing, and (3) actual indirect cost rates are used in government contracting. Know allowability, allocability, and reasonableness of cost tests. Understand Independent Research and Development/Bid and Proposal (IR&D/B&P) expenses as elements of contractor cost. Understand Facilities Capital Cost of Money (FCCM) as an element of contractor cost.			
10	Understand Cost-Volume-Profit: How the contractor's mix of fixed and variable costs impacts his profitability and risk. Understand and explain the difference between fixed and variable costs. Understand the meaning of break-even and the break-even chart. Understand the concepts of contribution margin and marginal pricing. Understand the concept of operating leverage and how it may influence pricing strategy.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 204 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS**

<b>BFM 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
11	Understand Contractor Use of Cost Estimating: Contractor's cost estimating process in response to a Request for Proposal. Understand the cost terms used in contractor cost proposals. Understand the estimating methodology for various elements of cost.			
12	Understand Overhead Planning and Analysis: Analyze the impact which changes in business base have on a defense contractor's direct and indirect costs. Analyze the impact of a reduction in the sales forecast on a defense contractor's business base. Distinguish between variable and fixed costs and derive revised overhead pool costs. Compute revised overhead rates to be used by a defense contractor for government contracting purposes. Appraise the equitability of the contractor's overhead pool structure to a government program manager. Compute the financial impact on a government program as a result of changes in overhead rates.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 204 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS**

<b>BFM 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
13	Understand Cost Proposals: Evaluate reports. Prepare requests for additional information or support from the DPRO Program Integrator. Prepare requests for additional information or clarifications. Prepare requests for information from other program office personnel. Prepare recommended negotiation objective positions on proposal cost elements, along with supporting rationale to be used in pre-negotiation briefings and negotiations.			
14	Understand Capital Investment for Cost Reduction: Factors affecting investment in capital assets and Government concerns regarding capital investments by defense contractors. Demonstrate computation of (1) pay back (PB), (2) net present value (NPV), and (3) internal rate of return (IRR) methods for evaluating capital investment proposals. Know how risk and return affects a contractor's willingness to invest in capital (fixed) assets. Know government disincentives and incentives to capital investment.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 204 - CONTRACTOR FINANCE FOR ACQUISITION MANAGERS**

<b>BFM 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
15	Understand Proposal Pricing: Understand the considerations of a contractor in pricing competitive proposals to the DoD and the importance of pricing decisions and its risk to the proposing contractor. Understand the complexity of factors impacting the pricing decision. Understand types of information relevant to the pricing decision. Understand the motivations underlying contractor pricing proposals.			
16	Understand Contractor Profit in DoD Contracts. Explain the DoD profit policy. Explain the weighted guidelines methodology. Understand the many different profit measurements.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**BFM 209 - SELECTED ACQUISITION REPORT**

<b>BFM 209</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Understand the implications, interrelationships, and intent of policies and requirements governing the application of the Selected Acquisition Report (SAR).			
2	Understand the application and operation of current acquisition report generation software directed for use in preparation of the SAR.			
3	Demonstrate the ability to judge the value of the content of the SAR and its various sections to determine validity, appropriateness, acceptability, and alternatives.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 101 - CONTRACTING FUNDAMENTALS**

<b>CON 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Purchase Requests - Review the purchase request (PR), obtain additional information to complete the PR, accept the PR and assure funding, establish the contract file and collect data through the use of market research.			
2	Specifications - Review specifications, statements of work, and related aspects of the requirement.			
3	Source Lists - Screen purchase requests against required sources of supply.			
4	Set-Asides - Determine whether the procurement is to be set-aside in part or in whole for small business concerns, concerns in labor surplus areas, or under the 8(a) program.			
5	Competition Requirements - Determine proper level of competition and prepare documentation as required.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 101 - CONTRACTING FUNDAMENTALS**

<b>CON 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
6	Procurement Plans - Determine method of procurement and what and how evaluation factors should be applied. Establish milestones for solicitation, evaluation, and award tasks. Identify responsible parties and assign tasks.			
7	Selecting the Contract Type (to solicit) - Identify the type of contract that will best mitigate expected risks.			
8	Contract Financing - Determine whether to provide for the availability of Government financing and the type of financing to make available.			
9	Solicitation Preparation - Identify and incorporate provisions and clauses that apply to the acquisition. Assemble an Invitation for Bid (IFB) or a Request for Proposal (RFP).			
10	Soliciting Offers - Select and employ the proper method for publicizing requirement. Respond to inquiries and based on these inquiries determine if amendment or cancellation is in order.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 101 - CONTRACTING FUNDAMENTALS**

<b>CON 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
11	Processing Bids - Receive and control bids submitted against an Invitation for Bid. Determine whether to postpone the bid opening. Open and abstract bids. Determine acceptability of a "late" bid.			
12	Bid Prices - Apply the price related factors in the IFB, identify the low bid for each potential award against the IFB. Determine the reasonableness of the lowest price bid. Select the appropriate option if the lowest price is unreasonably high or unreasonably low.			
13	Responsiveness - Determine whether the lowest bid is responsive to the terms and conditions of the IFB. Resolve minor informalities and irregularities. Reject nonresponsive bids or effect cancellation if all bid prices are unacceptable.			
14	Mistakes in Offers (Preaward In Bids) - Identify potential mistakes; verify bids; resolve alleged mistakes.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 101 - CONTRACTING FUNDAMENTALS**

<b>CON 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
15	Evaluating Proposals - Receive and evaluate proposals. This includes technical evaluations, cost and price analysis, audits, and the evaluation of other proposed terms and conditions. Determine the necessity for competitive range determinations and for discussions.			
16	Fact-finding - Identify and collect information from the offeror necessary to complete the Government's analysis of the proposal and prepare a prenegotiation plan which establishes objectives, priorities, and potential trade-offs for discussions with the offeror.			
17	Conducting Negotiations - Discuss proposals with offerors. After concluding competitive discussions, request and evaluate best and final offers.			
18	Responsibility - Determine whether the offeror meets the general and special standards of responsibility.			
19	Executing Awards - Obtain approvals for award, execute the contract and make required notifications/debriefings.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 101 - CONTRACTING FUNDAMENTALS**

<b>CON 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
20	Protests - Research and prepare positions on protests of the award. Respond to the protests as provided in the procedures for the forum(s) in which the protest has been filed - the agency, GAO, GSBICA, SBA (protests re: eligibility for set asides), Labor or SBA (protests re: eligibility under Walsh-Healy) or the courts.			
21	Initiating Work Under the Contract - Review the contract to determine criticality and develop post-award orientations as necessary.			
22	Quality Assurance - Monitor contractor compliance to identify, document and resolve potential or actual problems. Determine which contractual remedy, if any, applies and employ that remedy.			
23	Payment - Review requests for payments from contractors and monitor liquidation.			
24	Modifications and Options - Review proposed modifications, to include reasonableness of option prices. Determine availability of funds. Select type of modification and implement.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 101 - CONTRACTING FUNDAMENTALS**

<b>CON 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
25	Close-out - Verify that the contract is physically complete and that other terms and conditions have been satisfied. Obtain forms, reports, and clearances. Verify that there are no outstanding claims or disputes. Obtain final invoice. Prepare contract completion statement.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 102 - OPERATIONAL LEVEL CONTRACTING FUNDAMENTALS**

<b>CON 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Purchase Requests - Review the purchase request (PR), obtain additional information to complete the PR, accept the PR and assure funding, establish the contract file and collect data through the use of market research.			
2	Specifications - Review specifications, statements of work, and related aspects of the requirement.			
3	Source Lists - Screen purchase requests against required sources of supply.			
4	Set-Asides - Determine whether the procurement is to be set-aside in part or in whole for small business concerns, concerns in labor surplus areas, or under the 8(a) program.			
5	Competition Requirements - Determine proper level of competition and prepare documentation as required.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 102 - OPERATIONAL LEVEL CONTRACTING FUNDAMENTALS**

<b>CON 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
6	Procurement Plans - Determine method of procurement and what and how evaluation factors should be applied. Establish milestones for solicitation, evaluation, and award tasks. Identify responsible parties and assign tasks.			
7	Selecting the Contract Type (to solicit) - Identify the type of contract that will best mitigate expected risks.			
8	Contract Financing - Determine whether to provide for the availability of Government financing and the type of financing to make available.			
9	Solicitation Preparation - Identify and incorporate provisions and clauses that apply to the acquisition. Assemble an Invitation for Bid (IFB) or a Request for Proposal (RFP).			
10	Soliciting Offers - Select and employ the proper method for publicizing requirement. Respond to inquiries and based on these inquiries determine if amendment or cancellation is in order.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 102 - OPERATIONAL LEVEL CONTRACTING FUNDAMENTALS**

<b>CON 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
11	Processing Bids - Receive and control bids submitted against an Invitation for Bid. Determine whether to postpone the bid opening. Open and abstract bids. Determine acceptability of a "late" bid.			
12	Bid Prices - Apply the price related factors in the IFB, identify the low bid for each potential award against the IFB. Determine the reasonableness of the lowest price bid. Select the appropriate option if the lowest price is unreasonably high or unreasonably low.			
13	Responsiveness - Determine whether the lowest bid is responsive to the terms and conditions of the IFB. Resolve minor informalities and irregularities. Reject nonresponsive bids or effect cancellation if all bid prices are unacceptable.			
14	Mistakes in Offers (Preaward In Bids) - Identify potential mistakes; verify bids; resolve alleged mistakes.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 102 - OPERATIONAL LEVEL CONTRACTING FUNDAMENTALS**

<b>CON 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
15	Evaluating Proposals - Receive and evaluate proposals. This includes technical evaluations, cost and price analysis, audits, and the evaluation of other proposed terms and conditions. Determine the necessity for competitive range determinations and for discussions.			
16	Fact-finding - Identify and collect information from the offeror necessary to complete the Government's analysis of the proposal and prepare a prenegotiation plan which establishes objectives, priorities, and potential trade-offs for discussions with the offeror.			
17	Conducting Negotiations - Discuss proposals with offerors. After concluding competitive discussions, request and evaluate best and final offers.			
18	Responsibility - Determine whether the offeror meets the general and special standards of responsibility.			
19	Executing Awards - Obtain approvals for award, execute the contract and make required notifications/debriefings.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 102 - OPERATIONAL LEVEL CONTRACTING FUNDAMENTALS**

<b>CON 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
20	Protests - Research and prepare positions on protests of the award. Respond to the protests as provided in the procedures for the forum(s) in which the protest has been filed - the agency, GAO, GSBICA, SBA (protests re: eligibility for set asides), Labor or SBA (protests re: eligibility under Walsh-Healy) or the courts.			
21	Initiating Work Under the Contract - Review the contract to determine criticality and develop post-award orientations as necessary.			
22	Quality Assurance - Monitor contractor compliance to identify, document and resolve potential or actual problems. Determine which contractual remedy, if any, applies and employ that remedy.			
23	Payment - Review requests for payments from contractors and monitor liquidation.			
24	Modifications and Options - Review proposed modifications, to include reasonableness of option prices. Determine availability of funds. Select type of modification and implement.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 102 - OPERATIONAL LEVEL CONTRACTING FUNDAMENTALS**

<b>CON 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
25	Close-out - Verify that the contract is physically complete and that other terms and conditions have been satisfied. Obtain forms, reports, and clearances. Verify that there are no outstanding claims or disputes. Obtain final invoice. Prepare contract completion statement.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 103 - CONSTRUCTION CONTRACTING FUNDAMENTALS**

<b>CON 103</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Purchase Requests - Review the purchase request (PR), obtain additional information to complete the PR, accept the PR and assure funding, establish the contract file and collect data through the use of market research.			
2	Specifications - Review specifications, statements of work, and related aspects of the requirement.			
3	Source Lists - Screen purchase requests against required sources of supply.			
4	Set-Asides - Determine whether the procurement is to be set-aside in part or in whole for small business concerns, concerns in labor surplus areas, or under the 8(a) program.			
5	Competition Requirements - Determine proper level of competition and prepare documentation as required.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 103 - CONSTRUCTION CONTRACTING FUNDAMENTALS**

<b>CON 103</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
6	Procurement Plans - Determine method of procurement and what and how evaluation factors should be applied. Establish milestones for solicitation, evaluation, and award tasks. Identify responsible parties and assign tasks.			
7	Selecting the Contract Type (to solicit) - Identify the type of contract that will best mitigate expected risks.			
8	Contract Financing - Determine whether to provide for the availability of Government financing and the type of financing to make available.			
9	Solicitation Preparation - Identify and incorporate provisions and clauses that apply to the acquisition. Assemble an Invitation for Bid (IFB) or a Request for Proposal (RFP).			
10	Soliciting Offers - Select and employ the proper method for publicizing requirement. Respond to inquiries and based on these inquiries determine if amendment or cancellation is in order.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 103 - CONSTRUCTION CONTRACTING FUNDAMENTALS**

<b>CON 103</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
11	Processing Bids - Receive and control bids submitted against an Invitation for Bid. Determine whether to postpone the bid opening. Open and abstract bids. Determine acceptability of a "late" bid.			
12	Bid Prices - Apply the price related factors in the IFB, identify the low bid for each potential award against the IFB. Determine the reasonableness of the lowest price bid. Select the appropriate option if the lowest price is unreasonably high or unreasonably low.			
13	Responsiveness - Determine whether the lowest bid is responsive to the terms and conditions of the IFB. Resolve minor informalities and irregularities. Reject nonresponsive bids or effect cancellation if all bid prices are unacceptable.			
14	Mistakes in Offers (Preaward In Bids) - Identify potential mistakes; verify bids; resolve alleged mistakes.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 103 - CONSTRUCTION CONTRACTING FUNDAMENTALS**

<b>CON 103</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
15	Evaluating Proposals - Receive and evaluate proposals. This includes technical evaluations, cost and price analysis, audits, and the evaluation of other proposed terms and conditions. Determine the necessity for competitive range determinations and for discussions.			
16	Fact-finding - Identify and collect information from the offeror necessary to complete the Government's analysis of the proposal and prepare a prenegotiation plan which establishes objectives, priorities, and potential trade-offs for discussions with the offeror.			
17	Conducting Negotiations - Discuss proposals with offerors. After concluding competitive discussions, request and evaluate best and final offers.			
18	Responsibility - Determine whether the offeror meets the general and special standards of responsibility.			
19	Executing Awards - Obtain approvals for award, execute the contract and make required notifications/debriefings.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 103 - CONSTRUCTION CONTRACTING FUNDAMENTALS**

<b>CON 103</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
20	Protests - Research and prepare positions on protests of the award. Respond to the protests as provided in the procedures for the forum(s) in which the protest has been filed - the agency, GAO, GSBICA, SBA (protests re: eligibility for set asides), Labor or SBA (protests re: eligibility under Walsh-Healy) or the courts.			
21	Initiating Work Under the Contract - Review the contract to determine criticality and develop post-award orientations as necessary.			
22	Quality Assurance - Monitor contractor compliance to identify, document and resolve potential or actual problems. Determine which contractual remedy, if any, applies and employ that remedy.			
23	Payment - Review requests for payments from contractors and monitor liquidation.			
24	Modifications and Options - Review proposed modifications, to include reasonableness of option prices. Determine availability of funds. Select type of modification and implement.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 103 - CONSTRUCTION CONTRACTING FUNDAMENTALS**

<b>CON 103</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
25	Close-out - Verify that the contract is physically complete and that other terms and conditions have been satisfied. Obtain forms, reports, and clearances. Verify that there are no outstanding claims or disputes. Obtain final invoice. Prepare contract completion statement.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 104 - CONTRACT PRICING**

<b>CON 104</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Purchase Requests - Review the purchase request (PR), obtain additional information to complete the PR, review the Independent Government Cost Estimate, accept the PR, establish the contract file, and control data on the acquisition.			
2	Market Research - Review acquisition histories. Identify and collect market data related to (1) analyzing the requirement, (2) determining the extent of competition, (3) planning source selection, (4) selecting terms and conditions for the solicitation, (5) soliciting offers, and (6) evaluating offers with special attention to price-related data.			
3	Specifications - Critique specifications and related aspects of the requirement.			
4	Statement of Work - Critique statements of work and related aspects of the requirement.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 104 - CONTRACT PRICING**

<b>CON 104</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
5	Services - Screen Purchase Request for personal services or advisory and assistance services. Determine whether there is sufficient justification, approvals, and legal authority to make such acquisitions. Where applicable, request and critique wage determinations for incorporation in the solicitation.			
6	Competition Requirements - Choose and employ strategies to remove or overcome barriers to competition. Determine whether to meet the requirement through "other than full and open competition" or after the exclusion of sources.			
7	Price Related Factors - Identify applicable factors (e.g., multiple award, Buy American, energy efficiency, transportation, life cycle costs) for the solicitation.			
8	Technical/Business Management Factors - Review and critique proposed business management and technical evaluations factors; determine how the factors will be applied in evaluating offers (i.e., as go/no-go or ranking factors).			
9	Selecting the Contract Type (to solicit) - Identify the type of contract that will best mitigate expected risks.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 104 - CONTRACT PRICING**

<b>CON 104</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
10	Soliciting Indefinite Delivery Contracts - Develop price-related terms and factors when soliciting indefinite delivery contracts.			
11	Solicitation Preparations (IFBs) - Identify and incorporate provisions and clauses that apply to the acquisition. Assemble an Invitation for Bid (IFB) or Request for Proposal (RFP).			
12	Bid Prices - Applying the price related factors in the IFB, identify the low bid for each potential award against the IFB. Determine the reasonableness of the lowest price bid. Select the appropriate option if the lowest price is unreasonably high (e.g., cancellation) or unreasonably low (e.g., verification of the bid).			
13	Mistakes in Offers (Preaward in Bids) - Identify potential mistakes; verify bids; resolve alleged mistakes, and determine whether intended price can be calculated from available evidence.			
14	Canceling IFBs (After Opening) - Determine the necessity for canceling an IFB after opening and, if necessary, process the cancellation.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 104 - CONTRACT PRICING**

<b>CON 104</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
15	Technical Evaluation - Review the findings and recommendations of technical personnel on (a) technical deficiencies in the offer, (b) reasonableness of the proposed tasks, schedule, labor hours, material mix and quantities, etc., and (c) the ranking of proposals based on the RFP's technical and business management factors with special attention to price-related elements.			
16	Price Objectives - Apply price related factors in the RFP or offeror proposals, evaluate and compare offers. Determine the reasonableness of proposed prices and develop price-related prenegotiation objectives.			
17	Price-Related Certificates - Determine whether certified cost and price data are required, request the data, and obtain the certificate.			
18	Audits - Determine whether to audit the submitted cost and pricing data. Obtain and review audit reports.			
19	Cost Analysis - Develop prenegotiation positions on proposed elements of cost and fee.			
20	Evaluate Other Proposed Terms and Conditions (i.e., Alternate Offers).			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 104 - CONTRACT PRICING**

<b>CON 104</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
21	Competitive Range - Determine whether to award without discussion. If discussions are necessary, define the range and notify offerors outside the range.			
22	Negotiation Strategy - Prepare a prenegotiation plan which establishes objectives, priorities, and potential trade offs for discussions with the offeror. Brief the plan and rehearse the discussions. Prepare an agenda for the discussion.			
23	Conducting Negotiations - Discuss proposals with offerors. After concluding competitive discussions, request and evaluate best and final offers.			
24	Accounting and Estimating Systems - Determine the need to audit a contractor's accounting or estimating system. Negotiate improvements and monitor implementation. Take measures to protect the Government if the accounting or estimating system is deficient.			
25	Cost Accounting Standards - Determine whether CAS applies to the entity and the type of coverage. Review Disclosure Statements. Notify contractor of noncompliance. Review proposed accounting changes. Negotiate any necessary cost impact adjustments.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 104 - CONTRACT PRICING**

<b>CON 104</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
26	Defective Pricing - Identify and report indicators of defective pricing. Arrange audit of the data. Determine whether the data is defective, the degree relied upon, and the downward adjustment.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 105 - OPERATIONAL LEVEL CONTRACT PRICING**

<b>CON 105</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Purchase Requests - Review the purchase request (PR), obtain additional information to complete the PR, review the Independent Government Cost Estimate, accept the PR, establish the contract file, and control data on the acquisition.			
2	Market Research - Review acquisition histories. Identify and collect market data related to (1) analyzing the requirement, (2) determining the extent of competition, (3) planning source selection, (4) selecting terms and conditions for the solicitation, (5) soliciting offers, and (6) evaluating offers with special attention to price-related data.			
3	Specifications - Critique specifications and related aspects of the requirement.			
4	Statement of Work - Critique statements of work and related aspects of the requirement.			
5	Services - Screen Purchase Request for personal services or advisory and assistance services. Determine whether there is sufficient justification, approvals, and legal authority to make such acquisitions. Where applicable, request and critique wage determinations for incorporation in the solicitation.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 105 - OPERATIONAL LEVEL CONTRACT PRICING**

<b>CON 105</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
6	Competition Requirements - Choose and employ strategies to remove or overcome barriers to competition. Determine whether to meet the requirement through "other than full and open competition" or after the exclusion of sources.			
7	Price Related Factors - Identify applicable factors (e.g., multiple award, Buy American, energy efficiency, transportation, life cycle costs) for the solicitation.			
8	Technical/Business Management Factors - Review and critique proposed business management and technical evaluations factors; determine how the factors will be applied in evaluating offers (i.e., as go/no-go or ranking factors).			
9	Selecting the Contract Type (to solicit) - Identify the type of contract that will best mitigate expected risks.			
10	Soliciting Indefinite Delivery Contracts - Develop price-related terms and factors when soliciting indefinite delivery contracts.			
11	Solicitation Preparations (IFBs) - Identify and incorporate provisions and clauses that apply to the acquisition. Assemble an Invitation for Bid (IFB) or Request for Proposal (RFP).			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 105 - OPERATIONAL LEVEL CONTRACT PRICING**

<b>CON 105</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
12	Bid Prices - Applying the price related factors in the IFB, identify the low bid for each potential award against the IFB. Determine the reasonableness of the lowest price bid. Select the appropriate option if the lowest price is unreasonably high (e.g., cancellation) or unreasonably low (e.g., verification of the bid).			
13	Mistakes in Offers (Preaward in Bids) - Identify potential mistakes; verify bids; resolve alleged mistakes, and determine whether intended price can be calculated from available evidence.			
14	Canceling IFBs (After Opening) - Determine the necessity for canceling an IFB after opening and, if necessary, process the cancellation.			
15	Technical Evaluation - Review the findings and recommendations of technical personnel on (a) technical deficiencies in the offer, (b) reasonableness of the proposed tasks, schedule, labor hours, material mix and quantities, etc., and (c) the ranking of proposals based on the RFP's technical and business management factors with special attention to price-related elements.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 105 - OPERATIONAL LEVEL CONTRACT PRICING**

<b>CON 105</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
16	Price Objectives - Apply price related factors in the RFP or offeror proposals, evaluate and compare offers. Determine the reasonableness of proposed prices and develop price-related prenegotiation objectives.			
17	Price-Related Certificates - Determine whether certified cost and price data are required, request the data, and obtain the certificate.			
18	Audits - Determine whether to audit the submitted cost and pricing data. Obtain and review audit reports.			
19	Cost Analysis - Develop prenegotiation positions on proposed elements of cost and fee.			
20	Evaluate Other Proposed Terms and Conditions (i.e., Alternate Offers).			
21	Competitive Range - Determine whether to award without discussion. If discussions are necessary, define the range and notify offerors outside the range.			
22	Negotiation Strategy - Prepare a prenegotiation plan which establishes objectives, priorities, and potential trade offs for discussions with the offeror. Brief the plan and rehearse the discussions. Prepare an agenda for the discussion.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 105 - OPERATIONAL LEVEL CONTRACT PRICING**

<b>CON 105</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
23	Conducting Negotiations - Discuss proposals with offerors. After concluding competitive discussions, request and evaluate best and final offers.			
24	Accounting and Estimating Systems - Determine the need to audit a contractor's accounting or estimating system. Negotiate improvements and monitor implementation. Take measures to protect the Government if the accounting or estimating system is deficient.			
25	Cost Accounting Standards - Determine whether CAS applies to the entity and the type of coverage. Review Disclosure Statements. Notify contractor of noncompliance. Review proposed accounting changes. Negotiate any necessary cost impact adjustments.			
26	Defective Pricing - Identify and report indicators of defective pricing. Arrange audit of the data. Determine whether the data is defective, the degree relied upon, and the downward adjustment.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 106 - CONSTRUCTION CONTRACT PRICING**

<b>CON 106</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Purchase Requests - Review the purchase request (PR), obtain additional information to complete the PR, review the Independent Government Cost Estimate, accept the PR, establish the contract file, and control data on the acquisition.			
2	Market Research - Review acquisition histories. Identify and collect market data related to (1) analyzing the requirement, (2) determining the extent of competition, (3) planning source selection, (4) selecting terms and conditions for the solicitation, (5) soliciting offers, and (6) evaluating offers with special attention to price-related data.			
3	Specifications - Critique specifications and related aspects of the requirement.			
4	Statement of Work - Critique statements of work and related aspects of the requirement.			
5	Services - Screen Purchase Request for personal services or advisory and assistance services. Determine whether there is sufficient justification, approvals, and legal authority to make such acquisitions. Where applicable, request and critique wage determinations for incorporation in the solicitation.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 106 - CONSTRUCTION CONTRACT PRICING**

<b>CON 106</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
6	Competition Requirements - Choose and employ strategies to remove or overcome barriers to competition. Determine whether to meet the requirement through "other than full and open competition" or after the exclusion of sources.			
7	Price Related Factors - Identify applicable factors (e.g., multiple award, Buy American, energy efficiency, transportation, life cycle costs) for the solicitation.			
8	Technical/Business Management Factors - Review and critique proposed business management and technical evaluations factors; determine how the factors will be applied in evaluating offers (i.e., as go/no-go or ranking factors).			
9	Selecting the Contract Type (to solicit) - Identify the type of contract that will best mitigate expected risks.			
10	Soliciting Indefinite Delivery Contracts - Develop price-related terms and factors when soliciting indefinite delivery contracts.			
11	Solicitation Preparations (IFBs) - Identify and incorporate provisions and clauses that apply to the acquisition. Assemble an Invitation for Bid (IFB) or Request for Proposal (RFP).			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 106 - CONSTRUCTION CONTRACT PRICING**

<b>CON 106</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
12	Bid Prices - Applying the price related factors in the IFB, identify the low bid for each potential award against the IFB. Determine the reasonableness of the lowest price bid. Select the appropriate option if the lowest price is unreasonably high (e.g., cancellation) or unreasonably low (e.g., verification of the bid).			
13	Mistakes in Offers (Preaward in Bids) - Identify potential mistakes; verify bids; resolve alleged mistakes, and determine whether intended price can be calculated from available evidence.			
14	Canceling IFBs (After Opening) - Determine the necessity for canceling an IFB after opening and, if necessary, process the cancellation.			
15	Technical Evaluation - Review the findings and recommendations of technical personnel on (a) technical deficiencies in the offer, (b) reasonableness of the proposed tasks, schedule, labor hours, material mix and quantities, etc., and (c) the ranking of proposals based on the RFP's technical and business management factors with special attention to price-related elements.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 106 - CONSTRUCTION CONTRACT PRICING**

<b>CON 106</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
16	Price Objectives - Apply price related factors in the RFP or offeror proposals, evaluate and compare offers. Determine the reasonableness of proposed prices and develop price-related prenegotiation objectives.			
17	Price-Related Certificates - Determine whether certified cost and price data are required, request the data, and obtain the certificate.			
18	Audits - Determine whether to audit the submitted cost and pricing data. Obtain and review audit reports.			
19	Cost Analysis - Develop prenegotiation positions on proposed elements of cost and fee.			
20	Evaluate Other Proposed Terms and Conditions (i.e., Alternate Offers).			
21	Competitive Range - Determine whether to award without discussion. If discussions are necessary, define the range and notify offerors outside the range.			
22	Negotiation Strategy - Prepare a prenegotiation plan which establishes objectives, priorities, and potential trade offs for discussions with the offeror. Brief the plan and rehearse the discussions. Prepare an agenda for the discussion.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 106 - CONSTRUCTION CONTRACT PRICING**

<b>CON 106</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
23	Conducting Negotiations - Discuss proposals with offerors. After concluding competitive discussions, request and evaluate best and final offers.			
24	Accounting and Estimating Systems - Determine the need to audit a contractor's accounting or estimating system. Negotiate improvements and monitor implementation. Take measures to protect the Government if the accounting or estimating system is deficient.			
25	Cost Accounting Standards - Determine whether CAS applies to the entity and the type of coverage. Review Disclosure Statements. Notify contractor of noncompliance. Review proposed accounting changes. Negotiate any necessary cost impact adjustments.			
26	Defective Pricing - Identify and report indicators of defective pricing. Arrange audit of the data. Determine whether the data is defective, the degree relied upon, and the downward adjustment.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 201 - GOVERNMENT CONTRACT LAW**

<b>CON 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Understand the various sources of government contract law, including their limitations and their relationships to each other.			
2	Discuss the classes of contracts, the elements of a contract, and the typical legal issues relating to each element in the context of government contract formation.			
3	Compare the differences between private (commercial) contracts and government contracts, and the significance of those differences.			
4	Understand the law of Agency as it applies to both the government and its contractors in the context of contract formation and rescission, and apply it to identify the legal limitations on the authority of a contracting officer (and other government officials), in the context of government or contractor liability.			
5	Describe the legal issues associated with government contract formation in the context of award by means of sealed bidding or competitive negotiation.			
6	Identify the alternative means and channels for offerors to file a protest in connection with contract award.			
7	Compare the different types of government contracts and their application.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 201 - GOVERNMENT CONTRACT LAW**

<b>CON 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
8	Describe the government budget process, types of funding, and the funding cycle.			
9	Describe the statutory limitations on the spending of public funds and the contractual safeguards against cost overruns.			
10	Discuss the types of government participation in the financing of contractor performance, including issues relating to the assignment of claims.			
11	Understand the critical importance of the statement of work as a contract management tool.			
12	Use the rules of contract interpretation as a means of avoiding or resolving contract performance disputes.			
13	Explain the government's legal rights with respect to a contractor's performance, including inspections and warranties.			
14	Discuss the government's ability to order contract changes unilaterally (and the actions of government employees which effect such changes constructively), including liability for equitable adjustments and the principles and techniques of making such adjustments.			
15	Understand the operation and describe the impact of the Truth in Negotiations Act on the rights and responsibilities of government and contractor.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 201 - GOVERNMENT CONTRACT LAW**

<b>CON 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
16	State the remedies available to the government in the event of civil or criminal fraud, and understand the difficulty in proving fraud.			
17	Identify the various socio-economic policies implemented through government contracting.			
18	Distinguish between the government's legal relationship with prime contractors and its legal relationship with subcontractors, including the concept of privity.			
19	Illustrate the ethical principles involved in contractual situations posing actual, potential, or apparent conflicts of interest.			
20	Understand the law of Bailment and its relationship to Government Property concepts.			
21	Explain how and why government contracts allocate the risk of damage or loss of government property.			
22	Discuss the different types of interests the government may acquire in intellectual property created or owned by a contractor; applicable statutory or regulatory policy concerning the interests which the government should acquire; and the advantages and disadvantages of the different types of legal protection accorded intellectual property.			

## EMPLOYEE SELF-ASSESSMENT

### CON 201 - GOVERNMENT CONTRACT LAW

CON 201	Competency	Yes	No	Work Description/Justification
23	Describe the contract disputes process as provided in the Contract Disputes Act of 1978 and the contractual disputes clause, including the roles of the contracting officer and other government officials in the process.			
24	Illustrate the proper use of termination for default or convenience, including their consequences and limitations and other contractual remedies (including liquidated damages) commonly available to the government.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 211 - INTERMEDIATE CONTRACTING**

<b>CON 211</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Collect data from requirements managers on future acquisition requirements and advise on long-range strategies for enhancing competition, minimizing costs, and reducing lead-times. Plan and organize to meet the anticipated, aggregate requirements.			
2	Assist managers in preparing written, formal acquisition plans.			
3	Review the purchase request (PR), obtain additional information accept the PR, establish the contract file, and control data on the acquisition.			
4	Determine whether to solicit for currently unfunded, prospective requirements, through such means as multiyear clauses, options, or Indefinite Quantity or Requirements contracts.			
5	Review specifications and related aspects of the requirement.			
6	Review statements of work and related aspects of the requirement.			
7	Identify requests to acquire "advisory and assistance" services and determine whether to procure the requested services.			
8	Determine whether to obtain the supply or service through SBA under the 8(a) program and, where appropriate, award an 8(a) contract.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 211 - INTERMEDIATE CONTRACTING**

<b>CON 211</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
9	Determine whether to meet the requirement through "other than full and open competition" or after the exclusion of sources.			
10	Determine whether to solicit for lease, purchase or both. If the decision is to solicit for both, evaluate offers and determine whether purchase or lease represents the lowest total discounted cost to the Government.			
11	Identify applicable factors (e.g., multiple award, Buy American, energy efficiency, transportation, life cycle costs) for the solicitation.			
12	Review proposed business management and technical evaluation factors; determine how the factors will be applied in evaluating offers (i.e., as go/no-go or ranking factors). Determine whether to award on "lowest price" or "greatest value."			
13	Identify the Source Selection Authority (SSA). Assist the SSA in organizing, staffing, and managing a source selection board and subcommittees.			
14	Identify and solicit the type of contract that will best mitigate and apportion expected risks.			
15	Develop terms for soliciting time and material or labor hour contracts.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 211 - INTERMEDIATE CONTRACTING**

<b>CON 211</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
16	Develop terms for basic agreements and basic ordering agreements.			
17	Develop provisions and/or clauses to solicit proposals for Fixed Price Incentive, Fixed Price Award Fee, Fixed Price Redeterminable, and Fixed Price Level of Effort contracts.			
18	Prepare provisions and/or clauses to solicit proposals for Cost Plus Incentive Fee, Cost Plus Award Fee, Cost Plus No Fee, and Cost Sharing contracts.			
19	Determine whether to use a letter contract, draft and issue letter contracts, and definitize the contracts.			
20	Determine whether to furnish Government property or authorize use of Government supply sources by the contractor.			
21	Review the findings and recommendations of technical personnel on (a) technical deficiencies in the offer, (b) reasonableness of the proposed tasks, schedule, labor hours, material mix and quantities, etc., and (c) the ranking of proposals based on the RFP's technical and business management factors.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 211 - INTERMEDIATE CONTRACTING**

<b>CON 211</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
22	Determine whether to award without discussions. If discussions are necessary, define the range and notify offerors outside the range.			
23	Prepare a prenegotiation plan which establishes objectives, priorities, and potential tradeoffs for discussions with the offeror. Brief the plan and rehearse the discussions. Prepare an agenda for the discussions.			
24	Discuss proposals with offerors. After concluding competitive discussion, request and evaluate best and final offers.			
25	Where required, obtain a subcontracting plan from the offeror and negotiate improvements to it. Negotiate make or buy programs.			
26	Recognize indicators of fraud and other misconduct. Report such indicators to the IG, debarring officials, and/or other proper authority.			
27	Review the contract and related acquisition histories. Determine the criticality of the contract. Identify key milestones. Delegate authority to CORs, COTRs, and/or ACOs.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 211 - INTERMEDIATE CONTRACTING**

<b>CON 211</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
28	Determine whether a proposed contract is exempt from the application of Cost Accounting Standard (CAS) related provisions and clauses. Select CAS related provisions and clauses for the solicitation/contract.			
29	Identify standards of ethics that apply to procurement decisions and provide accurate examples of activities that are prohibited under each standard.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 221 - INTERMEDIATE CONTRACT ADMINISTRATION**

<b>CON 221</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Given a specific acquisition package, identify and incorporate the appropriate provisions and clauses in a Request for Proposal.			
2	Given a Pre-Award Survey request and the results of the Survey, determine whether the offeror is responsible.			
3	When fraud, waste or abuse is suspected, list the appropriate reporting points to institute the investigation.			
4	Given a contract and related acquisition history, determine the criticality of the contract, identify when delegations are necessary, and write letters of delegation.			
5	Given a contract to review, identify when a consent to subcontract is required.			
6	Given a contract to review, describe how both the contractor and the government will monitor compliance with the schedule.			
7	Given a contractor that has not performed to schedule, list the contractual remedies that can be used, determine which is the appropriate remedy, and implement that remedy.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 221 - INTERMEDIATE CONTRACT ADMINISTRATION**

<b>CON 221</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
8	Identify the criteria for implementing a Termination for Default (TFD) and describe the process by which the TFD is implemented.			
9	Describe the process used to review requests for progress payments and monitor liquidation, when appropriate.			
10	Given a cost reimbursement, time & material or labor hour contract, determine the allow-ability of invoice costs.			
11	Given a cost reimbursement contract, determine the limitation of costs.			
12	Given a contractor who owes the government money, describe the alternatives available for collecting that debt.			
13	Given a contractor's invoice, identify when withholdings and deductions should be applied and instruct payment office.			
14	Given a contract, determine whether there is a need to audit a contractor's accounting or estimating system and describe the process including the measures to protect the Government if the accounting or estimating system is deficient.			

## EMPLOYEE SELF-ASSESSMENT

### CON 221 - INTERMEDIATE CONTRACT ADMINISTRATION

CON 221	Competency	Yes	No	Work Description/Justification
15	Given a contract, determine whether Cost Accounting Standards need to be applied and describe the process for applying Cost Accounting Standards.			
16	Given a request for a contract modification, describe the process used to determine whether to modify the contract and the type of modification to employ.			
17	Given a contract situation where the government has not protected its rights, determine whether a Termination for Convenience is appropriate and describe the process.			
18	Given a contract situation where the government has not protected its rights, determine whether to furnish Government property, authorize contractor acquisition of Government property, or authorize contractors to use Government supply sources.			
19	Given a contract, describe the process used to monitor performance against subcontracting plans and other clauses (e.g., regarding the placement of subcontracts with small business, women-owned businesses, labor surplus area concerns, and the like) and when and how to invoke applicable remedies.			

## EMPLOYEE SELF-ASSESSMENT

### CON 221 - INTERMEDIATE CONTRACT ADMINISTRATION

CON 221	Competency	Yes	No	Work Description/Justification
20	Given a contractor claim, prepare a finding or facts and describe the stages of the appeals process.			
21	Given a contract file to review, verify that the contract is physically complete and that other terms and conditions have been satisfied.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 222 - OPERATIONAL LEVEL CONTRACT ADMINISTRATION**

<b>CON 222</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Given a specific acquisition package, identify and incorporate the appropriate provisions and clauses in a Request for Proposal.			
2	Given a Pre-Award Survey request and the results of the Survey, determine whether the offeror is responsible.			
3	When fraud, waste or abuse is suspected, list the appropriate reporting points to institute the investigation.			
4	Given a contract and related acquisition history, determine the criticality of the contract, identify when delegations are necessary, and write letters of delegation.			
5	Given a contract to review, identify when a consent to subcontract is required.			
6	Given a contract to review, describe how both the contractor and the government will monitor compliance with the schedule.			
7	Given a contractor that has not performed to schedule, list the contractual remedies that can be used, determine which is the appropriate remedy, and implement that remedy.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 222 - OPERATIONAL LEVEL CONTRACT ADMINISTRATION**

<b>CON 222</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
8	Identify the criteria for implementing a Termination for Default (TFD) and describe the process by which the TFD is implemented.			
9	Describe the process used to review requests for progress payments and monitor liquidation, when appropriate.			
10	Given a cost reimbursement, time & material or labor hour contract, determine the allow-ability of invoice costs.			
11	Given a cost reimbursement contract, determine the limitations of costs.			
12	Given a contractor who owes the government money, describe the alternatives available for collecting that debt.			
13	Given a contractor's invoice, identify when withholdings and deductions should be applied and instruct payment office.			
14	Given a contract, determine whether there is a need to audit a contractor's accounting or estimating system and describe the process including the measures to protect the Government if the accounting or estimating system is deficient.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 222 - OPERATIONAL LEVEL CONTRACT ADMINISTRATION**

<b>CON 222</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
15	Given a contract, determine whether Cost Accounting Standards need to be applied and describe the process for applying Cost Accounting Standards.			
16	Given a request for a contract modification, describe the process used to determine whether to modify the contract and the type of modification to employ.			
17	Given a contract situation where the government has not protected its rights, determine whether a Termination for Convenience is appropriate and describe the process.			
18	Given a contract situation where the government has not protected its rights, determine whether to furnish Government property, authorize contractor acquisition of Government property, or authorize contractors to use Government supply sources.			
19	Given a contract, describe the process used to monitor performance against subcontracting plans and other clauses (e.g., regarding the placement of subcontracts with small business, women-owned businesses, labor surplus area concerns, and the like) and when and how to invoke applicable remedies.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 222 - OPERATIONAL LEVEL CONTRACT ADMINISTRATION**

<b>CON 222</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
20	Given a contractor claim, prepare a finding or facts and describe the stages of the appeals process.			
21	Given a contract file to review, verify that the contract is physically complete and that other terms and conditions have been satisfied.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 223 - CONSTRUCTION CONTRACT MANAGEMENT**

<b>CON 223</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Evaluate data from acquisition histories and market research to assist a requiring activity in planning, programming and budgeting for facilities related requirements.			
2	Examine and critique various forms of government specifications for the ability to yield the best market response in terms of: competition, quality, timeliness, price, and minimum functional need.			
3	Evaluate a draft statement of work provided by a requiring activity. Ensure all elements necessary to adequately describe the required product of service are identified.			
4	Describe what circumstances would merit procurement by other than full and open competition including the key issues that should be included in the Justification and Approval (J&A).			
5	Evaluate various incentive schemes for a fixed price type contract. Make recommendations for using the following schemes: Economic Price Adjustment, Price Re-determination, Incentive Fee, Award Fee, Level of Effort.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 223 - CONSTRUCTION CONTRACT MANAGEMENT**

<b>CON 223</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
6	Define the responsibilities, restrictions, and prohibitions of the Procurement Integrity Act affecting those involved in the procurement process.			
7	Describe what circumstances and issues influence whether award will be made on the basis of "lowest price" or "best value."			
8	Discuss the procedures and issues that are involved in briefing a Source Selection Board and Authority on a best value procurement including when to award without discussions, documentation required for award, and debriefing procedures.			
9	Describe the differences between Brooks Act procedures for Architect-Engineering (A-E) services and source selection procedures.			
10	Describe examples of in-scope and out-of-scope changes to an A-E contract.			
11	Describe how additional fees are modified into an existing A-E contract while remaining below the statutory fee limitations.			
12	Discuss procedures for reviewing and approving corporate sureties, individual sureties, and other securities submitted for performance and payment bonds.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 223 - CONSTRUCTION CONTRACT MANAGEMENT**

<b>CON 223</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
13	Differentiate between services which can be unilaterally ordered or must be bilaterally agreed upon under different types of contracts.			
14	Illustrate the proper use of Davis-Bacon Act and Service Contract Act wages and when they apply.			
15	Describe the review procedures of a payroll for compliance with Davis-Bacon Act, Service Contract Act, or Contract Work Hours and Safety Standards.			
16	Compare the advantages and disadvantages of rework, contract adjustment, and performing the work with another party when a contractor's work is not satisfactory.			
17	Explain the process involved under a construction contract when there are significant performance problems, including the appropriate use of suspension of work.			
18	Describe when a constructive change or constructive acceleration has occurred and the procedures/resolutions applicable to both.			
19	Explain the procedures for determining whether or not to exercise options on service, A-E, and construction contracts.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 223 - CONSTRUCTION CONTRACT MANAGEMENT**

<b>CON 223</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
20	Describe when a written demand for money constitutes a claim.			
21	Describe the circumstances which differentiate between terminating a contract for convenience or for default and the options available for reprocurement.			
22	Describe the conditions under which it is appropriate to accept the work provided under construction, service, and A-E contracts.			
23	Explain how to classify construction material origin as domestic or foreign and when it is appropriate to accept or reject such materials.			
24	Discuss the options that are available to the Government when a contractor's performance is incomplete and the goal is to minimize the Government's risk and obtain maximum performance within the funds available.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 231 - INTERMEDIATE CONTRACT PRICING**

<b>CON 231</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Selecting the Type of Contract to Solicit - Identify the type of contract that will best mitigate expected risks.			
2	Use of Government Property and Supply Sources - Determine whether to furnish Government property or authorize use of Government supply sources by the contractor.			
3	Solicitation Preparation - Identify and incorporate provisions and clauses that apply to the acquisition. Assemble an Invitation for Bids or Request for Proposal.			
4	Technical Evaluation - Review the findings and recommendations of technical personnel on (a) technical deficiencies in the offer, (b) reasonableness of the proposed tasks, schedule labor hours, material mix and quantities, etc., and (c) the ranking of proposals based on the RFP's technical and business management factors.			
5	Price Objectives - Applying Price related factors in the RFP or offeror proposals, evaluate and compare offers. Determine the reasonableness of proposed prices and develop price-related prenegotiation objectives.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 231 - INTERMEDIATE CONTRACT PRICING**

<b>CON 231</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
6	Cost and Pricing Data - Determine whether certified cost and price data are required, request the data, and obtain the certificate.			
7	Audits - Determine whether to audit the submitted cost and pricing data. Obtain and review audit reports.			
8	Cost Analysis - Develop prenegotiation positions on proposed elements of cost and fee.			
9	Evaluating Other Terms and Conditions (e.g., Lease vs Purchase of Financing).			
10	Responsibility - Determine whether the offeror meets standards of responsibility.			
11	Subcontracting Requirements - Where required, obtain a subcontracting plan from the offeror and negotiate improvements to it. Negotiate make or buy programs.			
12	Fraud and Exclusion - Recognize indicators of fraud and other misconduct. Report such indicators to the IG, debarring officials, and/or other proper authority.			
13	Delays - Determine whether delay is excusable and negotiate consideration.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 231 - INTERMEDIATE CONTRACT PRICING**

<b>CON 231</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
14	Stop Work - Determine whether to stop work; prepare and issue the stop work order. Unless the contract is terminated, initiate resumption of work and modify the contract as necessary.			
15	Termination For Default - Determine the need and adequacy of the case for default. Prepare and issue the termination notice. If bonded, obtain performance or payment from surety. Otherwise, reprocure and demand payment for the excess costs of reprocurement.			
16	Progress Payments - Review requests for progress payments. Monitor liquidation. Where necessary, reduce or suspend payments, adjust liquidation rates, or grant unusual progress payments.			
17	Unallowable Costs - Determine the allowability of invoiced costs. Prepare notice of intent to disallow. Based on discussions with the contractor, determine whether to withdraw or sustain the notice and/or allow part of the costs.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 231 - INTERMEDIATE CONTRACT PRICING**

<b>CON 231</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
18	Limitation of Costs - If a cost reimbursement contract, determine if the contractor has exceeded 75% of the estimated cost in the Schedule. If a Time and Material or Labor Hour contract, determine if the contractor has exceeded 85% of the ceiling price. Recommend an appropriate option if the contractor will not be able to complete the work within the amount obligated.			
19	Indirect Costs - Adjust billing rates as necessary to prevent substantial overpayment or underpayment of indirect costs. Determine applicability of the quick close-out procedure and negotiate final indirect cost rates. Otherwise, obtain final indirect rates from the cognizant agency.			
20	Accounting and Estimating Systems - Determine the need to audit a contractor's accounting or estimating system. Negotiate improvements and monitor implementation. Take measures to protect the Government if the accounting or estimating system is deficient.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 231 - INTERMEDIATE CONTRACT PRICING**

<b>CON 231</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
21	Cost Accounting Standards - Determine whether CAS applies to the entity and the type of coverage. Review Disclosure Statements. Notify contractor of noncompliance. Review proposed accounting changes. Negotiate any necessary Cost Impact Adjustments.			
22	Defective Pricing - Identify and report indicators of defective pricing. Arrange audit of the data. Determine whether the data is defective, the degree relied upon, and the downward adjustment.			
23	Contract Modifications - Review proposed modifications against the scope of work and availability of funds. Determine whether to modify the contract and the type of modification to employ. Implement the modification.			
24	Termination of Convenience - Determine the necessity for termination. Prepare the notice. Negotiate settlement of outstanding costs or, where settlement is not possible, prepare a unilateral settlement by determination. On fixed price contracts, determine the equitable adjustment for the remaining portion of the contract.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 231 - INTERMEDIATE CONTRACT PRICING**

<b>CON 231</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
25	Property - Establish reporting requirements. Monitor delivery of Government property. Monitor contractor property control systems and use of Government furnished property. Determine liability for damage or misuse and negotiate consideration. Recover or dispose of the property.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 301 - EXECUTIVE CONTRACTING**

<b>CON 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Contracting Policy - Evaluate the emerging DoD contracting policy as publicized in FASA, FAR/DFAR changes, and service directives. Interpret the DoD guidance and transform it from a theoretical approach to a practical application of contracting processes. Examine the structure and processes of the Defense Acquisition Regulation (DAR) council to determine its role in contracting policy. Contract and compare the new and old policies and regulations. Apply the implementation guidance associated with new/emerging policies. Appraise the impact of new policies on DoD contracting organizations as well as DoD contractors.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 301 - EXECUTIVE CONTRACTING**

<b>CON 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
2	External Forces - Analyze the relationship between the public policy process and the duties and responsibilities of individuals charged with implementing contracting processes. Appraise the role of Congress and evaluate the impact of legislative statutes on the contracting process. Analyze the function and interrelationship of external organizations to include the GAO, DoD/IG, SBA, the courts and others on procurement policy. Evaluate the impact of streamlining measures such as Acquisition Reform on the contracting process. Appraise the defense industry's perspective relating to the dynamics of the procurement process.			
3	Policy Turbulence - Evaluate initiatives developed by other contracting organizations to solve internal problems. Judge the appropriateness of those innovations for possible applications conceptually or specifically, to the respondent's organization. Analyze a variety of issue statements relating to contracting problem areas. Evaluate the impact of selected issues to determine the need for senior management involvement.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 301 - EXECUTIVE CONTRACTING**

<b>CON 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
4	Changing Environment - Assess the various methods which can be used by contracting professionals in coping with and adapting to constantly changing government policies and procedures. Evaluate current and emerging information related to career development and the implications of change for the contracting workforce.			
5	Ethical Climate - Recognize the nuances and ramifications of existing and emerging laws, regulations, and notoriety as they pertain to ethical practice in the contracting process. Evaluate the relevancy of ethical standards to the day-to-day business situations between Government contracting officials and private contractors. Analyze and distinguish the gray areas in ethical regulations and apply appropriate interpretation as practiced in the work site.			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**

**CON 311 - EXECUTIVE PRE-AWARD CONTRACTING**

<b>CON 311</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Apply the authority of the contracting officer's warrant within the acquisition environment; assess what it means to have it; plan how to use it ethically and efficiently; evaluate what it takes to keep it.			
2	Create, design, plan, and carry out all those functions and tasks which result in a successful contractual relationship in terms of quality, risk, cost, and technical elements as judged by the end product or results.			
3	Synthesize the conflicts causing the contracting officer's dilemma in meeting both mission needs and complying with regulations, policy, and law.			
4	Evaluate the problems that prevent efficient, effective contracting and implementation of total quality principles.			
5	Develop creative business, managerial, and/or contracting solutions to problems within the acquisition environment.			
6	Prepare and present decision briefings to appropriate decision authority with detailed analysis of alternate solutions to problems within the total acquisition environment. Defend the recommendations proposed in the briefings.			
7	Evaluate the content, methodology and conclusions of presented decision briefings in terms of facts, assumptions, ethics, issues, alternatives and mitigation measures.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 321 - EXECUTIVE CONTRACT ADMINISTRATION**

<b>CON 321</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Examine what leaders can do to contribute to a positive ethical climate and encourage ethical behavior in the Contract Administration Office (CAO).			
2	Assess the issues and practices within the CAO which are subject to Government policies governing ethics.			
3	Evaluate the most significant recent changes in legislation, policies, and procedures affecting contract administration.			
4	Discuss the priorities and goals of personnel in the buying and requiring activities.			
5	Appraise the essential nature of communication between the management personnel of the CAO and the buying activity.			
6	Explain the importance of communication and team building in solving problems in the CAO.			
7	Measure the importance of CAO team members as human resources in solving problems.			
8	Evaluate leadership, communication, team-building, problem-solving, and decision-making strategies in contract administration			
9	Summarize decision making strategies which can be applied in the CAO.			
10	Describe training needs and resources for the contract administration team.			
11	Illustrate management methods to motivate employees in a rapidly changing environment.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 321 - EXECUTIVE CONTRACT ADMINISTRATION**

<b>CON 321</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
12	Illustrate how teaming can be applied in the CAO.			
13	Summarize challenges for the CAO management team and discuss alternative approaches to meeting those challenges.			
14	Summarize new contract administration initiatives being tested in various DoD agencies			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**  
**CON 331 - EXECUTIVE COST & PRICE ANALYSIS**

CON 331	Competency	Yes	No	Work Description/Justification
1	<p><b><u>DECISION ANALYSIS:</u></b>            Given a list of possible decisions and a list of possible outcomes and a probability for the likelihood of each possible outcome, compute the decision where the expected outcome is most favorable.</p> <p>Given an estimate for the lowest and highest conceivable cost for a contract, determine the probability that actual cost for that contract will exceed an indicated amount.</p>			
2	<p><b><u>INDIRECT COST:</u></b>            Given a contractor's incurred cost for several types of cost (direct and indirect) for a period, and various assumptions about indirect cost allocation bases, compute various indirect cost rates.</p> <p>Given an estimate for a contractor's lowest conceivable indirect cost base amount for a period, and the associated indirect cost estimate for the contractor's highest conceivable indirect cost base amount for the period, and the associated indirect cost estimate for the period, and given an estimate for the contractor's expected indirect cost base amount for the period, compute the contractor's expected indirect cost recovery rate. How sensitive is this rate to the given assumptions?</p>			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**  
**CON 331 - EXECUTIVE COST & PRICE ANALYSIS**

CON 331	Competency	Yes	No	Work Description/Justification
3	<u><b>COST/VOLUME/PROFIT:</b></u> Given sample data of lot purchases with quantity bought and corresponding lot total cost and total price, determine the quadratic least squares best fit cost estimating equation and price estimating equation. Are these estimating equations more accurate than the corresponding linear ones? Determine for what quantity contractor profit is a maximum.			
4	<u><b>ESTIMATE vs. ACTUALS:</b></u> Given sample data of estimated direct cost for a contract and the corresponding actual direct cost for that contract, determine whether the estimating technique is fair and determine whether it's reasonable. If the estimating technique is not fair and reasonable, what issues should the Government address to correct this problem?			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**  
**CON 331 - EXECUTIVE COST & PRICE ANALYSIS**

CON 331	Competency	Yes	No	Work Description/Justification
5	<b>FACTOR ESTIMATING:</b> Given sample data of direct cost #1 and direct cost #2, derive a least squares best fit sample constant factor cost estimate for direct cost #2, given direct cost #1. Is this factor estimate statistically preferred to a linear estimate? Derive a probability confidence bound for the population factor. Given sample data for a contractor proposed direct cost and government objective for the same sample direct cost, is the contractor proposed estimating technique fair and reasonable? If not, determine a factor decrement to be used on the contractor's total proposed cost for this direct cost item.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 333 - MANAGEMENT FOR CONTRACTING EXECUTIVES**

<b>CON 333</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Establish and maintain communications between contracting office and requiring activities.			
2	Obtain well-written, timely data and documentation, e.g., work statement, data, pre-and post-award documentation.			
3	Balance the competing interests of requiring activities, industry, higher headquarters, and oversight activities.			
4	Improve understanding of the entire acquisition process (e.g. budgeting and lead time) for various acquisition efforts.			
5	Encourage early interaction with contractors without giving an advantage to any particular contractor.			
6	Develop procurement planning skills to result in a high quality contract.			
7	Manage workload distribution effectively within the contracting office.			
8	Balance the requirement for workload completion with the need for development (including education, training, and experience) for myself and my staff.			
9	Get the job done within the established organizational structure, e.g., Integrated Product Teaming (IPT), matrix support operations, System Program Offices (SPO).			
10	Establish and justify effective procurement organizational structures.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**CON 333 - MANAGEMENT FOR CONTRACTING EXECUTIVES**

<b>CON 333</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
11	Ensure the exchange of information among internal (e.g., contract specialists) and external (e.g., PCO, ACO, cost/price analyst, COR auditor, DFAS, program managers, engineers, and logisticians) team members.			
12	Maximize the use of the expertise of team members.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 101 - CONTRACT PROPERTY ADMINISTRATION  
FUNDAMENTALS**

<b>IND 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Plan and perform property control system surveys. Determine when to conduct surveys and the type and objectives of the survey. Identify and brief participants in surveys.			
2	Participate in pre-and post-award conferences to manage property under the contract.			
3	Investigate and determine appropriate action on property loss, damage or destruction (LDD).			
4	Review requirements for Government property.			
5	Evaluate and prepare recommendations on requests for Government property (real property, equipment, Special Tooling/Special Tooling Equipment, material and APP).			
6	Review property provisions of contracts, make recommendations for revising property control procedures, and establish contract property control records.			
7	Review contract modifications and recommend to contractor any necessary revisions to property control procedures.			
8	Identify sensitive property by type and initiate action to assure sensitive property is controlled.			
9	Initiate request to ACO for funds to test Industrial Plant Equipment for PCBS.			
10	Approve or disapprove co-mingling of Government and contractor property.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 101 - CONTRACT PROPERTY ADMINISTRATION  
FUNDAMENTALS**

<b>IND 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
11	Utilize Government furnished material listings received from Management Control Activities to ensure Government Furnished Material has been received and posted.			
12	Requests supporting contract property administration for alternate locations of prime and subcontractor plants			
13	Arrange for storage of Government property. Monitor the actions of the contractor in returning excess property not referred to the Plant Clearance Officer (PLCO). Advise the PLCO as to the existence at a contractor's plant of residual property requiring disposal.			
14	Upon termination or completion of a contract, accomplish final review to determine that disposition of all property has been accomplished.			
15	Resolve any property administration problems prior to of final contract close-out and plant clearance actions			
16	Notify contractor of property control system deficiencies. Participate in discussion with both contractor and Government to correct system in a reasonable period of time. Assure resolution of deficiencies or recommend to ACO that approval be withdrawn when discrepancies are not resolved.			
17	Prepare board of review cases and participate in property board of review meetings.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 102 - CONTRACT PROPERTY DISPOSITION**

<b>IND 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Examine DoD's policies and procedures on plant clearance in accordance with FAR, DFARS, and DoD Directives.			
2	Explain how to apply lotting procedures properly to maximize sale of contractor inventory.			
3	Determine method of sale most advantageous to the Government in accordance with FAR and DFARS.			
4	Identify the steps in establishing a plant clearance case file in accordance with DFARS 245.71.			
5	Explain the duties and responsibilities of the PLCO and the property disposition team in disposing of inventory excess to the needs of the contractor in accordance with FAR and DFARS.			
6	Instruct and advise the contractor in the proper preparation of inventory schedules in accordance with FAR and DFARS guidance.			
7	Explain what a contractor must do to comply with the precious metals recovery program in accordance with FAR and DFARS.			
8	Define plant clearance terms, and identify the forms to use in a particular situation in accordance with FAR and DFARS.			
9	Illustrate DoD's policy concerning ethical behavior in accordance with DoD Directive 5500.7, the Code of Ethics, FAR, and DFARS.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 102 - CONTRACT PROPERTY DISPOSITION**

<b>IND 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
10	Explain the procedure for performing a pre-inventory scrap determination through physical inspection of property in accordance in accordance with FAR and DFARS.			
11	Explain how to apply general sales terms and conditions, including special conditions of sale when using the formal sales method in accordance with FAR and DFARS.			
12	Explain the procedures for providing the contractor shipping instructions for transfer or donation in accordance with FAR and DFARS			
13	Identify the items requiring demilitarization, and demilitarization actions that must be performed by the contractor in accordance with DFARS and DoD Manual 4160.21-M-1.			
14	Examine DoD policy concerning plant clearance in accordance with FAR and DFARS.			
15	Explain the contents of a plant clearance case file and how to maintain it in accordance with DFARS.			
16	Perform inventory screening and determine the most beneficial and cost effective method of property disposition in accordance with FAR and DFARS guidance.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 102 - CONTRACT PROPERTY DISPOSITION**

<b>IND 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
17	Identify hazardous property and recognize the existence of Federal, State, and local requirements that may impact on its disposal in accordance with NEPA, RCRA, TSCA, FAR, and DFARS			
18	Apply DARIC's program and procedures for reporting and disposing of ADPE in accordance with applicable directives.			
19	Discuss current problems and future trends in plant clearance operations in accordance with information provided by the Defense Logistics Agency/Defense Contract Management Command.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 103 - CONTRACT PROPERTY SYSTEMS ANALYSIS**

<b>IND 103</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Exhibit the ability to conduct property control system analysis.			
2	Identify deficiencies to the Property Control System.			
3	Record unsatisfactory conditions uncovered during the analysis.			
4	Describe the satisfactory or unsatisfactory status of each functional segment.			
5	Write a system analysis summary.			
6	Define what is included in a property control system analysis.			
7	State when to conduct analysis.			
8	List type and objectives of analysis.			
9	Identify and brief participants in analysis.			
10	Select the proper classes of property for analysis determined by function.			
11	List populations of property for data analysis.			
12	List functional segments for data analysis.			
13	State the adequacy of the sample data.			
14	State the use of statistical sampling with selected populations.			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**

**IND 103 - CONTRACT PROPERTY SYSTEMS ANALYSIS**

<b>IND 103</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
15	<p>Explain preparation of listings for corrections in the contractor's Property Control System in the following functions:</p> <p>Property management controls  Acquisition of property  Receiving of property  Identification of property  Maintenance of property control records  Storage of government property  Movement of government property  Consumption of property  Utilization of property  Maintenance of property  Physical inventories of Government property  Preparation of property reports  Subcontractor's control of property  Disposition of property  Close-out of contracts for property</p>			
16	Summarize Property Control system deficiencies and prepare notification to the contractor.			
17	Describe how to support resolutions of Property Control System deficiencies.			
18	List the elements of reports prepared and sent to the Administrative Contracting Officer that suggest withdrawing approval when system analysis discrepancies are not resolved.			
19	Write a letter of approval designating a Satisfactory Property Control System.			
20	Define reports and follow-up procedures for property control system analysis.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 201 - INTERMEDIATE CONTRACT PROPERTY  
ADMINISTRATION**

<b>IND 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Plan property control system surveys. Determine when to conduct surveys and the type and objectives of the survey. Identify and brief participants in surveys.			
2	Conduct property control system surveys. Identify deficiencies and recommend corrections in the contractor's process (property management, acquisition, receiving, identification, records, movement, storage, physical inventories, reports, consumption, utilization, maintenance, subcontractor control, disposition, contract property close out).			
3	Plan and initiate property management under contracts. Review property provisions of contracts and make recommendations for revising property control procedures. Establish contract property control records and develop property administration plan.			
4	Participate in pre- and post-award conferences to manage property under the contract.			
5	Investigate and determine appropriate action on property loss, damage or destruction (LDD).			
6	Review requirements for Government property and evaluate and prepare recommendations on requests for real property, equipment, Special Tooling/Special Tooling Equipment, material and APP.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 201 - INTERMEDIATE CONTRACT PROPERTY  
ADMINISTRATION**

<b>IND 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
7	Review contract modifications and recommend to contractor any necessary revisions to property control procedures.			
8	Identify sensitive property by type and initiate action to assure sensitive property is controlled.			
9	Initiate request to ACO for funds to test Industrial Plant Equipment for PCBS.			
10	Approve or disapprove commingling of Government and contractor property.			
11	Utilize Government furnished material listings received from Management Control Activities to ensure Government Furnished Material has been received and posted.			
12	Arrange for storage of Government property. Monitor the actions of the contractor in returning excess property not referred to the Plant Clearance Officer (PLCO). Advise the PLCO as to the existence at a contractor's plant of residual property requiring disposal.			
13	Upon termination or completion of a contract, accomplish final review to determine that disposition of all property has been accomplished.			
14	Resolve any property administration problems prior to of final contract close-out and plant clearance actions. Close out property aspects of contract.			
15	Identify roles and responsibilities of other personnel and organizations involved with property management. Identify statutory provisions for property management.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 201 - INTERMEDIATE CONTRACT PROPERTY  
ADMINISTRATION**

<b>IND 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
16	Provide contractor with instructions and advise regarding the proper preparation of inventory schedules.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 202 - CONTRACT PROPERTY MANAGEMENT SEMINAR**

<b>IND 202</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Explain the importance of communications and team building in solving problems within the Property Administration Office			
2	Give examples of the importance of property team members as human resources in solving problems.			
3	Identify and select the proper population/lot for sampling during a property system analysis.			
4	Ability to prepare worksheets for a system analysis using the appropriate criteria for the function or functional segment selected.			
5	Discriminate between systemic and non-systemic defects in analyzing sample selected or review.			
6	Design a population selection criteria for use by Property Administrators.			
7	Discuss new concerns that require resolution by DLA Headquarters.			
8	Give examples of the Property Administrator's involvement with the MMAS.			
9	Extend the problem areas of property administration to the participating Property Administrator's own environment or work site.			
10	Prepare a liability case file for loss, damage or destruction of Government property.			
11	Comprehend the Office of the Secretary of Defense's perspective and direction for Government property.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IND 202 - CONTRACT PROPERTY MANAGEMENT SEMINAR**

<b>IND 202</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
12	Summarizes the changes made to the Special Tooling Clause.			
13	Explain the new educational requirements imposed upon the DoD PA.			
14	Give examples of the proper disposal methodology for various types of hazardous materials and wastes.			
15	Give examples of the proper disposal methodology for various types of hazardous materials and wastes.			
16	Generalize about some of the new requirements imposed upon the Property Administrator and brought about by 4161.2-M.			
17	Demonstrate the selection of a proper population, sample, and criteria for evaluating a function or functional segment of a contractor's Property Control System.			
18	Prepare a liability case file.			

# **COMPETENCIES** **EMPLOYEE SELF-ASSESSMENT**

## **IRM 303 - ADVANCED INFORMATION SYSTEMS ACQUISITION**

<b>IRM 303</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Analyze/evaluate outputs of PM information and reporting systems for an information systems acquisition.			
2	Justify appropriate LCM strategy for an information systems acquisition.			
3	Generate response to external management review decisions.			
4	Interpret existing guidance and develop agency/organization policy.			
5	Apply guidance to organizational activities and program development.			
6	Manage the risks inherent with contract oversight for an information systems acquisition.			
7	Perform tradeoff analysis.			
8	Evaluate risks to specific programs.			
9	Prepare and appraise a test and evaluation master plan (TEMP) for an information systems acquisition.			
10	Oversee TEMP implementation and evaluate results.			
11	Relate proposed technical solutions to accomplishment of requirements.			
12	Relate the effect of standards and guidelines on architecture modernization planning.			
13	Plan for site activation activities of all supporting organizations.			
14	Select and interpret standards appropriate to the program.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IRM 303 - ADVANCED INFORMATION SYSTEMS ACQUISITION**

<b>IRM 303</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
15	Establish and apply metrics for measuring program performance for an information systems acquisition.			
16	Assess program's security.			
17	Organize and support software reuse in development of new information systems.			
18	Evaluate technical performance validation plans.			
19	Interpret how various laws, regulations, and guidance affect the SOW.			
20	Review installed network systems for adequacy and adherence to standards and guidance.			
21	Oversee network management IAW user requirements and guidance.			
22	Interpret acquisition laws and regulations as applied to information systems acquisition programs.			
23	Compare and contrast needs assessment with acquisition strategy for information systems acquisition programs.			
24	Select acquisition strategy which considers an evaluation of software developer capability and approve acquisition plans.			
25	Justify and approve the issuance of solicitation documents.			
26	Develop strategies for coping with potential protests.			
27	Interpret FPI/FEA models and relations to program requirements.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**IRM 303 - ADVANCED INFORMATION SYSTEMS ACQUISITION**

<b>IRM 303</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
28	Review strategic plan goals for adherence to guidance and functional requirements for information systems acquisition programs.			
29	Develop and review the strategic plan for adherence to goals, technical feasibility and resource requirements.			
30	Review identification of stakeholders for adequacy of political analysis and estimation of technical impacts.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 101 - ACQUISITION LOGISTICS FUNDAMENTALS**

<b>LOG 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Identify the logistics portions of mission need statement (MS) and operational requirements document (ORD) and describe the logisticians role in the evaluation of these documents.			
2	State the purpose of the systems acquisition process; describe the logistician role in the development of the system acquisition strategy, budgets and program documentation; discuss the basic logistics activities performed in each phase of the acquisition cycle; summarize the impact of life cycle cost on system design and support.			
3	State the objectives of the LSA process; identify the analytical tasks associated with the LSA process and the basic content and use of the LSA record/output products; discuss the LSA tailoring process as affected by system deployment, maintenance and support concepts; and describe LSA's influence on design requirements and support resource identification.			
4	Define ethics; identify ethical values; and describe the process for ethical decision-making			
5	State the objectives of integrated logistics support (ILS); discuss major factors affecting the need for ILS; identify the ten DOD elements of logistics; summarize the makeup and responsibilities of an ILS management team; and outline the content of an ILS plan (ILSP), and generalize the logisticians responsibilities to the program manager and other program related functional disciplines.			

# COMPETENCIES EMPLOYEE SELF-ASSESSMENT

## LOG 101 - ACQUISITION LOGISTICS FUNDAMENTALS

LOG 101	Competency	Yes	No	Work Description/Justification
6	Define the role of the Department of State in Foreign Military Sales (FMS), identify the major laws affecting FMS, explain the purpose of Letters of Acceptance; discuss the International Defense Cooperation Program, summarize the differences in logistics planning for FMS vs non-FMS acquisitions			
7	Define the ILS element "design interface (DI)"; identify the sub-elements of DI; describe the logisticians level of involvement in these sub-elements, and discuss the warranty law and the logisticians involvement			
8	Define the ILS element "maintenance planning"; differentiate between the timing and purpose of a maintenance concept vs maintenance plan and their impact on the acquisition process; state the significance of the level of repair, reliability centered maintenance, failure modes and effects, and decision tree analyses, and depot maintenance interservicing studies have on maintenance planning; state the purpose of the Defense Reutilization and Marketing process.			
9	Define the ILS element "facilities"; discuss the facilities acquisition process as implemented by the military construction program (MCP) to include site survey, data products, design, construction, and funding.			
10	Define the ILS element "supply support"; identify the purpose, methods, types and techniques of provisioning; and summarize the use of source, maintenance, recoverability (SMR) coding.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 101 - ACQUISITION LOGISTICS FUNDAMENTALS**

<b>LOG 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
11	Define the ILS element "training and training support"; identify the various training method options available during the acquisition life cycle; summarize the logisticians role in identifying training and training device requirements.			
12	Define the ILS element "support equipment (SE)"; identify the types of SE; discuss the fundamental principles of SE acquisition to include SE recommendation document (SERD) development and processing.			
13	Define the ILS element "Manpower and Personnel"; explain how the National Defense Authorization Act of 1987 affected manpower requirement determination and reporting; and identify significant operational and design factors that affect manpower requirements.			
14	Define the ILS element "Technical Data"; identify the various types of technical data packages and data rights; discuss the purpose of technical manuals; and differentiate between technical manual validation and verification.			
15	Define the ILS element "computer resources support"; State the difference between mission critical computer resources and information system resources; summarize the activities in the software acquisition cycle and the logisticians role in that cycle; describe the purpose of the computer resources working group; outline the purpose and content of the computer resources life cycle management plan; and describe issues relevant to software support.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 101 - ACQUISITION LOGISTICS FUNDAMENTALS**

<b>LOG 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
16	Define the ILS element "packaging, handling, storage and transportation (P,H,S,&T)"; identify factors that affect P,H,S &T; distinguish between the three levels of DoD packaging; discuss the container design retrieval system; identify service responsibility for the land, sea and air modes of transport.			
17	State the purpose of test and evaluation (T&E); identify and describe the various types of development and operational testing; outline the logisticians role in T&E to include test and evaluation master plan (TEMP) development and logistics support of the test program.			
18	Define the generic term "contractor support"; identify and describe the types of contractor support; summarize the logisticians role in the selection and implementation of contractor support and transition to organic support.			
19	Distinguish between a solicitation and a contract and the logisticians responsibilities in the development of each; and explain the logisticians involvement in source selection, pre and post award conferences, contractor use of government furnished equipment, contract modifications, warranties, and award/incentive fee determination;			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 201 - INTERMEDIATE ACQUISITION LOGISTICS**

<b>LOG 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Manage acquisition logistics program.			
2	Integrate acquisition logistics program requirements with program management.			
3	Integrate acquisition logistics program requirements with engineering specialties.			
4	Integrate acquisition logistics program requirements with logistics functionals.			
5	Influence the design/selection of the product.			
6	Identify logistics resource requirements.			
7	Develop maintenance requirements and plans.			
8	Develop supply support requirements and plans.			
9	Develop logistical technical data requirements and plans.			
10	Develop training requirements and plans.			
11	Develop the acquisition logistics input to contracts.			
12	Participate in selecting contractor.			
13	Develop support equipment requirements and plans.			
14	Develop computer resource support requirements and plans.			
15	Manage application of modifications to fielded equipment.			
16	Maintain currency in acquisition logistics.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 202 - LOGISTICS SUPPORT ANALYSIS**

<b>LOG 202</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Manage LSA Program.			
2	Develop Supportability Design Requirements.			
3	Review/Validate/Approve Design.			
4	Develop ILS Products.			
5	Identify transportability requirements and evaluate against capabilities of existing assets and impact on strategic deployment.			
6	Identify major items of support-related hardware and software requiring development.			
7	Plan and baseline for facilities support.			
8	Update the baseline support concept, backed up by documented analyses (e.g., RCM and LORA).			
9	Review trade-off and approve supportability requirements for support and test equipment.			
10	Review and critique facilities plan.			
11	Review trade-off and approve manpower & personnel requirements.			
12	Determine supply support requirements.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 202 - LOGISTICS SUPPORT ANALYSIS**

<b>LOG 202</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
13	Review trade-off and approve supply support requirements.			
14	Determine support equipment requirements.			
15	Review trade-off and approve support equipment requirements.			
16	Review trade-off and approve technical data requirements.			
17	Determine training & training support requirements.			
18	Review trade-off and approve training support requirements.			
19	Review and critique computer resources support requirements.			
20	Review trade-off and approve computer resources support requirements.			
21	Determine facilities requirements.			
22	Review trade-off and approve packaging, handling, storage and transportation requirements.			
23	Determine Post Production spares requirements.			
24	Determine War Readiness Materials (WRM) requirements.			
25	Provide Technical Order (TO) updates.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 202 - LOGISTICS SUPPORT ANALYSIS**

<b>LOG 202</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
26	Provide Support Equipment updates.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 203 - RELIABILITY AND MAINTAINABILITY**

<b>LOG 203</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Describe what reliability can mean from the perspective of an operator, maintainer, or engineer.			
2	Describe the interrelationships of R&M and supportability.			
3	Describe how user requirements are translated into qualitative and quantitative R&M parameters.			
4	Describe the capabilities and limitations of reliability and maintainability predictions in developing support requirements.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 204 - CONFIGURATION MANAGEMENT**

<b>LOG 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	<b>Configuration Management (CM) Principles, System Engineering Management Plan (SEMP), and Life Cycle Application:</b> <ul style="list-style-type: none"> <li>◆ Explain CM concepts, definitions, principles, and applications within the system life cycle.</li> <li>◆ Identify the relationship between the CM principles and the SEMF.</li> </ul>			
2	<b>Configuration Management Requirements:</b> <ul style="list-style-type: none"> <li>◆ Explain how the Work Breakdown Structure (WBS) is used to identify configuration items and trace configuration changes.</li> <li>◆ Explain how CM requirements become binding through the Statement of Work (SOW).</li> <li>◆ Explain how ILS-related needs are incorporated into Configuration Management requirements.</li> </ul>			
3	<b>Configuration Identification, Data/Interface Management, and Contract Data Requirement List (CDRL):</b> <ul style="list-style-type: none"> <li>◆ Participate in CM baseline establishment.</li> <li>◆ Identify, acquire, and analyze CM data requirements.</li> </ul>			
4	<b>Configuration Control:</b> <ul style="list-style-type: none"> <li>◆ Critique and control engineering changes for Integrated Logistic Support (ILS) ramifications.</li> </ul>			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 204 - CONFIGURATION MANAGEMENT**

<b>LOG 204</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
5	<b>Configuration Status Accounting:</b> ♦ Understand how the status accounting system is used during the development, production, and operational phases of the life cycle.			
6	<b>Configuration Audits:</b> ♦ Explain the conduct of the Functional and Physical Configuration Audits (FCA/PCA).			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 205 - PROVISIONING**

<b>LOG 205</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Determine SM&R Codes			
2	Review, Trade-off and approve SM&R Codes			
3	Review, Trade-off and approve initial provisioning lists			
4	Develop and provide initial provisioning			
5	Determine supply support requirements for the system			
6	Review, trade-off and approve supply support requirements for the system			
7	Know the supply support acquisition process			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 304 - EXECUTIVE ACQUISITION LOGISTICS MANAGEMENT**

<b>LOG 304</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Explain the role of the Logistician in systems acquisition.			
2	Explain and predict the impact of acquisition reform on logistics support.			
3	Explain how to influence logistics requirements in formulating contracts for acquisition.			
4	Compare and critique the use of Commercial Off The Shelf (COTS) and Non Developmental Items (NDI) in logistics support.			
5	Appraise and discuss Post Production Support planning and its key elements.			
6	Appraise the use of teams in logistics management.			
7	Interpret the use of Expert Systems in reducing variables, ambiguity and risk in logistics support.			
8	Explain and interpret the role of the logistician in Test and Evaluation with emphasis on the Test and Evaluation Master Plan (TEMP) and opportunities for influencing design for support as a key member of an Integrated Program Team.			
9	Discuss effective communications for influence as a Logistician and a supervisor.			
10	Interpret the use of warranties in systems support, including strengths and weaknesses.			
11	Analyze the source selection process and ways to ensure maximum supportability.			
12	Interpret the aspects of ethical conduct as a Logistics leader.			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**

**LOG 304 - EXECUTIVE ACQUISITION LOGISTICS MANAGEMENT**

<b>LOG 304</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
13	Analyze the negotiation process from the need to ensure logistics requirements are met.			
14	Analyze and critique new approaches to systems acquisition management and life-cycle support with emphasis on distributed organizations and early involvement in design as a member of an Integrated Program Team.			
15	Analyze and justify methods for incentivising contractor logistics support.			
16	Interpret and predict depot maintenance policy impacts on service roles and mission, and the ability to provide a ready and controlled source for readiness.			
17	Analyze the qualities of a good model for decision support in logistics management.			
18	Explain and appraise the requirements for supporting a major acquisition or upgrade in the broadest context of logistics, including influence, and a proactive role as the lead Logistician.			
19	Analyze the effect of Information Technology on acquisition logistics.			
20	Explain and justify the Foreign Military Sales (FMS) process.			
21	Explain and contrast the FMS support process.			
22	Analyze and explain the use of Foreign sourced materials in acquisition support.			
23	Analyze and justify designing for disposal.			
24	Analyze and explain sound budgeting practices in supporting programs.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**LOG 304 - EXECUTIVE ACQUISITION LOGISTICS MANAGEMENT**

<b>LOG 304</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
25	Explain and appraise the methods, the timing, and the actions the Logistician can employ to be proactive and influential in providing the best possible life-cycle support.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Relate other services approaches to acquisition management to that of own service.			
2	Explain the management methods and goals of the defense industry.			
3	Differentiate among the perspectives of senior leaders in both government and industry concerning policy and strategy development.			
4	Differentiate major acquisition program management by working typical program issues, developing program documentation, having discussions with program managers and visiting production facilities.			
5	Demonstrate correct usage of service and DoD policy in dealing with the media.			
6	Compose an acquisition strategy that provides for effective management of cost, schedule and performance risk and is compliance with DoD 5000 series instructions.			
7	Translate operational requirements into design requirements.			
8	Illustrate an escalating threat relative to an existing system to determine viable courses of action (i.e., system improvement, new start).			
9	Demonstrate the technical adequacy of the existing design to meet known technical requirements.			
10	Appraise program documentation to ensure that the needs of an individual program are met.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
11	Create, analyze and update performance, schedule, and cost APBs.			
12	Appraise a program's readiness to exit from a given phase of the acquisition process, pass the required review and enter into the next phase.			
13	Explain the financial system, processes, and practices used by defense contractors to manage weapon system acquisitions, including the motivations and constraints in their implementation.			
14	Develop and implement solutions to management issues associated with joint/international considerations in defense programs.			
15	Illustrate the philosophy, techniques and tools of TQM.			
16	Analyze an issue and present a decision briefing to higher authority.			
17	Demonstrate various types of organizational models through the phases of the life cycle to execute an acquisition strategy.			
18	Create a valid set of requirements for program initiatives and planning.			
19	Combine the requirements of several related functional areas into well integrated and effective strategies, plans and processes with emphasis on risk management.			
20	Design required program support documentation (Integrated Program Summary, Acquisition Program Baseline, Risk Management Plan, Budget Estimates).			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
21	Prepare critical management issues, documentation and relevant information to support a milestone review process.			
22	Explain the structure and operation of a typical Defense Industry Corporation emphasizing program management techniques.			
23	Design and implement solutions to management issues associated with environmental considerations in defense programs.			
24	Explain the flow of regulatory authority from the Executive Branch to the Program Manager.			
25	Justify the applicable DoD acquisition regulations for any major DoD system acquisition event/milestone.			
26	Differentiate among the acquisition categories and the functions of the respective milestone decision authorities and the relationship between the two.			
27	Plan the critical milestone events, roles and responsibilities, and required documentation for each phase of the life cycle.			
28	Design the steps, purpose and key decision criteria in the milestone review process, including a description and example(s) of multifunction exit criteria.			
29	Create the purpose and principal elements of a program acquisition strategy including the acquisition program baseline, risk management, tailoring and concurrency.			
30	Explain how congressional activities impact acquisition management.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
31	Explain the basic tools of financial analysis to evaluate contractor financial health and viability as presented in financial statements.			
32	Explain the processes involved in developing and evaluating short-term and long-range sales forecasts.			
33	Demonstrate how direct/indirect costs, and overhead rates are developed and used in cost/managerial accounting.			
34	Explain the financial management issues associated with the cost concepts of reasonableness, allocability and allowability.			
35	Estimate the impact on pricing decisions caused by the differences between fixed and variable costs, including the use of break-even analysis and marginal pricing.			
36	Demonstrate the basic tools of capital investment analysis and evaluation.			
37	Explain the issues related to working capital and the sources of contractor financing.			
38	Explain the effects of small business, small disadvantaged business, and other socio-economic issues on the contracting process.			
39	Illustrate the approved methods of contracting and type of contracts.			
40	Relate the shared organizational responsibilities for the post award phase of contracted work.			
41	Illustrate the concepts and techniques involved in the acquisition of data and data rights.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
42	Prepare plan for and maintain competition throughout the acquisition life cycle.			
43	Design a draft Request for Proposal.			
44	Illustrate the formal source selection process, including planning, participants, and events.			
45	Illustrate the mission and responsibilities of a Contract Administration Office (CAO).			
46	Appraise proposals received in response to a Request for Proposal.			
47	Illustrate the management issues associated with the preparation for and conduct of contract negotiations to include proposal review, data analysis, strategy development, tactics and communication processes.			
48	Design a solicitation that effectively communicates the Government's requirements, acquisition strategy, and factors for award.			
49	Compare the techniques of pricing, fact-finding, evaluating cost and technical proposals, and negotiating from both a Government and contractor perspective.			
50	Demonstrate the historical development, principles, objectives, and current DoD policies concerning contract performance measurement.			
51	Appraise a contractor's management control systems using the five C/SCSC criteria.			
52	Support the key Cost/Schedule related elements which should be considered when developing a Request for Proposal.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
53	Illustrate the Cost/Schedule implementation and review process, to include tailoring the application and identifying the typical involvement by the PMO.			
54	Illustrate how to develop, evaluate, and change an Integrated Performance Measurement Baseline.			
55	Illustrate the roles, responsibilities and coordination required for C/SCSC surveillance.			
56	Demonstrate the requirements for external reporting of a program's cost/schedule status.			
57	Interpret cost/schedule contract performance information to determine status of the program, project future performance, and identify appropriate actions.			
58	Illustrate cost/technical data and estimates to identify system cost drivers for risk and trade-off analysis in decision making.			
59	Use the COEA as appropriate in preparing for a M/S review.			
60	Demonstrate how cost estimates are prepared and used in government industry.			
61	Illustrate the Planning, Programming and Budgeting System and its relationship to and effect on the systems acquisition process.			
62	Illustrate the Congressional enactment process.			
63	Illustrate the budget execution process.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
64	Illustrate the PPBS, enactment and budget execution and their relationship to the acquisition process.			
65	Illustrate how the cost/budget reviews relate to the program review/decision process.			
66	Illustrate the Integrated Logistics Support (ILS) requirements, elements and activities associated with each phase of the life cycle.			
67	Illustrate the requirements for an implementation of Reliability, Maintainability, and Availability (RMA), as it impacts the systems engineering process..			
68	Illustrate the requirements for and purpose of an Integrated Logistics Support Plan (ILSP) and its role in planning and integration across all logistics elements, deployment/fielding/fleet introduction plans, and post deployment support.			
69	Illustrate the issues and management tasks and the integration of functional specialties applicable to Deployment/Fielding/Fleet Introduction/Site Activation.			
70	Interpret an industrial base assessment.			
71	Appraise a production strategy for technical and economical congruence with the program acquisition strategy.			
72	Use PEP to ensure a timely transition from concept exploration to low risk economical production.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
73	Differentiate between the roles of the DPRO and that of the contractor relative to an effective quality assurance program.			
74	Prepare multifunction/integrative program exit criteria for all major milestones.			
75	Illustrate production planning issues and the relationship to program management actions.			
76	Illustrate typical production problems and issues and out-line strategies and solutions to address them.			
77	Explain current manufacturing technology and techniques employed in industry.			
78	Appraise a program's production-related efforts during its acquisition life.			
79	Design a multifunctional/integrative risk management plan to support acquisition program planning and control.			
80	Demonstrate the various methods of program planning and control.			
81	Use procedures for program initiation and elements of key planning and control documents.			
82	Create a proactive, personal, ethical decision making approach to deal with ethical dilemmas in acquisition management.			
83	Illustrate the use and appropriate choice of quantitative problem solving methods such as decision analysis, etc.			
84	Demonstrate qualitative problem solving methods such as brainstorming, etc.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
85	Explain the history and circumstances surrounding a major acquisition program and be able to draw conclusions as to lessons learned and corrective actions.			
86	Predict the technical and economic implications of designs for program and technical reviews through use of multifunctional teams.			
87	Relate government/contractor roles and manages issues associated with trade-offs between technical and business concerns.			
88	Use Technical Performance Measurement (TMP) as an element of the risk management plan.			
89	Use concurrent engineering techniques as part of integrated product development and total quality management/leadership.			
90	Use the Work Breakdown Structure (WBS) as a management tool.			
91	Illustrate the role of configuration management in the Systems Engineering process.			
92	Illustrate Systems Engineering as a comprehensive, iterative technical management process that integrates the efforts of the entire design team.			
93	Use the SE process in the preparation and execution of a technical review.			
94	Explain typical acquisition risks for systems, select appropriate mitigation strategies and illustrate their relative merits.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
95	Explain the DoD regulatory and technical frameworks that apply for the acquisition of MCCR, C3I and AIS; select and differentiate techniques to manage each class of system.			
96	Explain the software development and integration process and the software technical life cycle, and illustrate their relationships to the overall System Acquisition Process.			
97	Explain S/W procurement requirements; use government and commercial S/W source selection "best practices"; illustrate proposal evaluation criteria and documentation relevant for acquisition of S/W systems.			
98	Explain, use and illustrate tools and techniques available for planning, measuring and predicting software development progress.			
99	Explain and relate current policies and "best practices" for software test program planning and execution and illustrate software test sufficiency.			
100	Explain and illustrate program office and contractor plans and status documents for development, integration, management and support of MCCR, C3I and AIS.			
101	Prepare a test and evaluation program/plan for a selected acquisition strategy.			
102	Demonstrate the mandated requirements imposed upon DoD Test and Evaluation.			
103	Demonstrate the relationship of Test and Evaluation to the systems acquisition process.			

# **COMPETENCIES** **EMPLOYEE SELF-ASSESSMENT**

## **PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
104	Relate the respective roles of Government and industry in DoD T&E.			
105	Discriminate between the types and purposes of developmental and operational testing as they relate to weapons and automated information systems.			
106	Generalize the causes, consequences and techniques for managing stress in the acquisition management environment.			
107	Explain specific time management strategies to mitigate/eliminate time wasters in a typical acquisition management organization.			
108	Use managerial, interpersonal, organizational and leadership skills to develop an effective program management organization.			
109	Explain how effective "stakeholder management" can build coalitions, overcome obstacles/resistance to change and establish support for a particular position.			
110	Create tailored, human-skills approaches based on individual differences, the interpersonal communication process, and small group dynamics to maximize interpersonal effectiveness in the program management environment.			
111	Illustrate, through the SE process, the relationship between the technical aspects of designs and the costs, schedule, and risk associated with those designs.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
112	Explain DAWIA implementation and its implications for the workforce.			
113	Resolve issues related to an acquisition strategy for a special access program.			
114	Prepare a LCC analysis report.			
115	Use DTC analysis for a more efficient design process.			
116	Use modeling and simulation planning processes in all functional areas.			
117	Demonstrate the basic concepts of financial management and financial reporting of government contractors.			
118	Outline the business process a government contractor uses in establishing proposed prices.			
119	Illustrate the process a government contractor uses in cost estimating.			
120	Relate the management of technical and DoD S&T thrusts to the SE process throughout a system life cycle.			
121	Illustrate the Logistic Support Analysis (LSA) process, its uses and requirements.			
122	Illustrate the Continuous Acquisition and Life-Cycle Support (CALS) process and implement it into program acquisition at both government and industry during the life-cycle of a program.			
123	Relate appropriate specifications and standards to products of the SE process.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PMT 302 - ADVANCED PROGRAM MANAGEMENT**

<b>PMT 302</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
124	Explain and illustrate the respective roles of government and industry in software acquisition management activities.			
125	Explain and relate the economic factors of software systems, including cost estimation, business case analysis, management of obsolescence and cost/performance technology trends.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 101 - PRODUCTION AND QUALITY MANAGEMENT  
FUNDAMENTALS**

<b>PQM 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Understand the role of the federal government and summarize the source of authority to contractually obligate the government.			
2	Understand current government and industry trends and initiatives to include socio-economic goals and programs, maximizing competition practices, market research and international standards.			
3	Comprehend the policies and procedures for avoiding improper business practices and conflicts of interest, and recognize the impact of ethical issues on acquisition process decisions.			
4	Understand how manufacturing, production and quality assurance fit into the systems engineering process.			
5	Comprehend the purpose and application of the Government - Industry Data Exchange Program (GIDEP).			
6	Comprehend the actions necessary to assess and respond to Value Engineering Change Proposals (VECPs).			
7	Comprehend the provisions of the Defense Priorities and Allocations System (DPAS) and understand the impact those provisions have on contractors, subcontractors and vendors.			
8	Comprehend the four principle objectives of the DoD industrial base program over the next 10 to 20 years.			
9	Comprehend the concept and application of PROCAS.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 101 - PRODUCTION AND QUALITY MANAGEMENT  
FUNDAMENTALS**

<b>PQM 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
10	Comprehend the purpose, importance, basic elements and format of the SOW.			
11	Understand the contracting officer's authority, comprehend the various types of contracts available, and understand the basic types of contract changes and contract termination's.			
12	Comprehend the entire source selection process, including the roles and responsibilities of key personnel.			
13	Comprehend the purpose, process, and importance of a Preaward Survey, including roles and responsibilities of key personnel.			
14	Comprehend the various activities that are conducted after contract award, including the post-award orientation conference, a technical support of negotiations (TSN), and contract surveillance.			
15	Comprehend the progress payment process and understand the specifics of performing a physical progress review.			
16	Comprehend the various manufacturing technologies such as CAD/CAM, composites, lasers, and stereolithography.			
17	Comprehend the purpose and use of the ISO 9000 series quality specifications, and contrast the ISO 9000 specifications with the DoD quality specifications.			
18	Comprehend the various types of material control techniques, including material requirements planning (MRP) and manufacturing resources planning (MRP II) and Just-In-Time (JIT).			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 101 - PRODUCTION AND QUALITY MANAGEMENT  
FUNDAMENTALS**

<b>PQM 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
19	Comprehend the government's policy pertaining to furnishing government property to contractors.			
20	List the fundamentals of auditing and describe various audit techniques for completing successful audits.			
21	Comprehend the basic problem solving tools used to solve production and quality management problems.			
22	Describe the importance and actions necessary to develop quality assurance plans and manufacturing plans.			
23	Comprehend the evaluation and approval process for waivers and deviations, including the role of manufacturing/quality personnel.			
24	Summarize the purpose of calibration requirements.			
25	Describe the concept of process control versus inspection and test and describe the actions taken to control, prevent, and report defects.			
26	Identify the various methods of corrective actions and the factors used to evaluate a contractor's corrective action plan.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 201 - INTERMEDIATE PRODUCTION AND QUALITY  
MANAGEMENT**

<b>PQM 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Contrast a major system from a non-major system and summarize/describe the role in the acquisition cycle of the Defense Acquisition Board (DAB), the Defense Priorities Allocations System, and the Defense Contract Management Command (DCMC).			
2	Explain the transition from Engineering, Manufacturing Development (EMD) to production including: risk assessment from feasibility assessment, the common elements of producibility and concurrent engineering, use of NDI/COTS, use of trade studies, use of transition templates in managing risk, and the objective and conduct of the Production Readiness Review.			
3	Explain the industrial base impact on defense acquisition and current DoD initiatives to improve the Defense Industrial Base. Perform and analyze the outcome of an industrial base analysis.			
4	Discuss the use of automation tools, e.g., use of CALS EDI output data, the systems used in the design-manufacturing-quality environment, and the characteristics of manufacturing simulation software, flexible computer integrated software management information systems.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 201 - INTERMEDIATE PRODUCTION AND QUALITY  
MANAGEMENT**

<b>PQM 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
5	Discuss the various types of specifications involved in goods and services acquisition and related quality assurance and weapon system warranty policy, procedures, and responsibilities. Resolve issues relating to processing and maintaining standardization documents.			
6	Summarize the source selection process, application of FAR/DFAR/OMB circulars, the importance that preaward surveys play in this process. Be able to describe who the key decision makers are, and explain the procedures. Assess manufacturing and QA plans as an element of the source selection process.			
7	Analyze the levels of QA requirements by the FAR, the application of various FAR clause options, and analyze the various contract quality requirement options.			
8	Analyze the various techniques to implement process and system audits. Conduct effective audit interviews.			
9	Comprehend the Government's policy and objectives pertaining to furnishing Government property to contractors and the resulting responsibilities of the contractor and Government.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 201 - INTERMEDIATE PRODUCTION AND QUALITY  
MANAGEMENT**

<b>PQM 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
10	Discuss the major requirements and responsibilities of the Government representative in monitoring, evaluating, improving, and reporting contractor performance. Determine who is responsible for and what criteria is used to assign the extent of contract surveillance, the categories of production surveillance, and the techniques used to monitor, evaluate, and report contractor performance.			
11	Assess material requirements planning and manufacturing resources planning and relationship to other types of material control techniques. (Order Point, MRP/II, Just-In-Time and the DFARS Final Rules on contractor MMAS.).			
12	Explain the purpose and methodology of conducting a cost estimate and a Technical Support of Negotiation (TSN). What affect does activity based accounting have on TSNs.			
13	Discuss the policy and procedures underlying progress payments, with emphasis on the Government's representatives' role in performing physical progress reviews.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 201 - INTERMEDIATE PRODUCTION AND QUALITY  
MANAGEMENT**

	Competency	Yes	No	Work Description/Justification
14	Assess actions taken to ensure the proper role of the Government representative in engineering changes. Explain the contractual aspects of Value Engineering (VE) including: basic purpose of VE, distinguish the characteristics of a VE change proposal, predict the types of cost savings that can be derived from an effective VE program, and the Government response to processing an acceptable VE Change Proposal (VECP).			
15	Apply appropriate continuous improvement tools, analyze and resolve issues regarding analytical process evaluations utilizing process capability indices (Cp) and process performance indices (Cpk). Discuss and predict the impact of reduced process variability.			
16	Comprehend the basic fundamentals of Design of Experiments (DOE).			
17	Comprehend purpose of Line of Balance (LOB) and prepare the various LOB charts and apply LOB analysis to a specific production problem.			
18	Analyze and resolve issues relating to the quality assurance audit and determination of acceptability of inspection and test plans; develop quality assurance plans to evaluate quality programs and inspection systems.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 201 - INTERMEDIATE PRODUCTION AND QUALITY  
MANAGEMENT**

	Competency	Yes	No	Work Description/Justification
19	Analyze and resolve routine issues regarding the Government's policy on accepting supplies and services and the performance of the necessary activities to accomplish their objectives.			
20	Analyze various DoD contracts and determine contract type; e.g., fixed price, cost reimbursement as well as purchase orders and agreements, identify specific quality requirements and other contract FAR clauses; e.g., the changes clause, safety clauses, liquidated damages clause, place of performance, location of inspection and acceptance, etc.			
21	Assess prime/subcontractor relationship and discuss the DoD policy in subcontract management from a quality assurance perspective.			
22	Discuss and analyze the optimum relationship between systems engineering, design, process, and quality assurance.			
23	Analyze issues resulting from the similarities and differences between ISO 9000 series documents and MIL-I-45208A and MIL-Q-9858A, discuss DoD policy relative to use or non-use of the ISO 9000 documents and other non-DoD/military specifications and standards, e.g., the Allied Quality Assurance Publications (AQAP).			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 201 - INTERMEDIATE PRODUCTION AND QUALITY  
MANAGEMENT**

	Competency	Yes	No	Work Description/Justification
24	Analyze actions taken to plan and conduct inspections/audits utilizing statistical sampling methods and resolve relevant issues pertaining to various sampling standards and plans in relationship to confidence levels. Describe the benefits and limitations of each of the standard sampling plans and propose potential alternatives.			
25	Analyze data utilizing statistical methods such as; flow charts, check sheets, pareto charts, histogram control charts, trend charts, and scatter diagrams and resolve issues resulting from proper and improper use of these tools.			
26	Analyze and discuss metrology and calibration systems requirements and their relationship to various contract quality requirements and the necessity for implementation, e.g., MIL-STD-45662A and ANSI/NCSL 2540-1-1994.			
27	Identify the various types and levels of Government quality assurance programs and assess the actions taken to implement the Government in-plant quality assurance function.			
28	Summarize the Government policies concerning ethics and standards of conduct, including improper business practices, conflicts of interest, standards of conduct, and DoD policies and procedures related to product substitution and fraud.			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**

**PQM 301 - ADVANCED PRODUCTION AND QUALITY MANAGEMENT**

<b>PQM 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
	<b>Acquisition System Knowledge</b>			
1	Describe the structure, and governing policies, of the DoD acquisition system relative to design, production/ manufacturing, and quality assurance.			
2	Contrast the different contracting approaches/strategies, and discuss the effects of each contractor execution.			
3	Interpret cost-schedule data, and explain how design-production problems affect this data.			
4	Describe, and give examples of cost accounting methods available to the acquisition program organization for planning/estimating, tracking, and control of design-production related costs.			
5	Discuss how to assess the state of the industrial base relative to design-production, and explain the impacts of that base on the acquisition strategy.			
6	Examine ethically challenging situations, and employ a consistent set of rules to determine a course of action.			
	<b>Systems/Production Engineering Process Knowledge</b>			
7	Explain the major activities/tasks of the systems engineering process, and discuss the timing of each of these tasks relative to the acquisition process phases.			
8	Assess contemporary systems/production engineering methods and techniques relative to their abilities to affect producibility and quality.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 301 - ADVANCED PRODUCTION AND QUALITY MANAGEMENT**

<b>PQM 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
	<b>Quality Assurance System Knowledge</b>			
9	Contrast/compare current, and emerging quality assurance systems; and assess the impacts of these systems on the execution of the DoD acquisition system quality assurance activities.			
10	Describe, and give examples of, contemporary quality assurance techniques and methods.			
	<b>Production/Manufacturing Management Knowledge</b>			
11	Assess the major sources of cost, schedule, and performance risk driven by design-production activities.			
12	Discuss the manufacturing management principles that are created from the current state-of-art of design-production technologies.			
13	Apply contemporary approaches, techniques and methods to a production problem.			
	<b>Production - Quality Assurance Management issues &amp; Challenges</b>			
14	Discuss contemporary production - quality assurance issues.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PQM 301 - ADVANCED PRODUCTION AND QUALITY MANAGEMENT**

<b>PQM 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
15	Analyze a production - quality assurance related case, develop a course of action that would work in today's environment, and present these results.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PUR 101 - PURCHASING FUNDAMENTALS**

<b>PUR 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Determine whether competition is required for a small purchase and identify and establish sources of supplies or services and conduct market research.			
2	Select the most appropriate method of purchasing.			
3	Determine the most appropriate method of solicitation, e.g., oral versus requests for quotations.			
4	Apply the procedures for small business/small purchase set asides.			
5	Describe how to publicize proposed small purchases.			
6	Evaluate and respond to pre-award inquiries concerning RFQs or oral solicitations.			
7	Advise and assist requiring activities in formulating purchase requests for small purchases and determine the need for Government furnished property or material.			
8	Advise and assist requiring activities and verify that sufficient funds are available prior to a small purchase.			
9	Conduct oral solicitations and prepare RFQs.			
10	Evaluate quotations including such aspects as considering late quotations and determining the lowest total price quotation.			
11	Determine the need for discussions on small purchases.			
12	Determine the responsibility of prospective small purchase suppliers.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PUR 101 - PURCHASING FUNDAMENTALS**

<b>PUR 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
13	Recommend contractor for award of a small purchase.			
14	Apply procedures for placing orders and/or making awards under small purchase thresholds.			
15	Possess general knowledge of the small purchase mission, system, process, organization, management, statutory, and regulatory foundation, roles and responsibilities, and standards of conduct and skill in amending RFQs and extending the solicitation period.			
16	Explain how to issue orders against existing contracts/agreements.			
17	Determine whether the contractor is progressing with the schedule and complying with other small purchase clauses; know inspection/acceptance procedures, requirements, and practices.			
18	Modify purchase orders and other small purchase awards through administrative changes, change orders, or supplemental agreements.			
19	Provide post-award assistance to vendors on small purchases.			
20	Maintain small purchase files.			
21	Initiate adverse actions for fraud, collusion, et. al., involving small purchases.			
22	Determine whether delays are excusable and grant performance time extensions for excusable delays in small purchase.			
23	Apply techniques and instruments for dealing with the contractor's failure to perform.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PUR 101 - PURCHASING FUNDAMENTALS**

<b>PUR 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
24	Cancel or terminate small purchase awards.			
25	Develop the Government's position on protests of small purchases.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PUR 102 - OPERATIONAL LEVEL PURCHASING FUNDAMENTALS**

<b>PUR 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Determine whether competition is required for a small purchase and identify and establish sources of supplies or services and conduct market research.			
2	Select the most appropriate method of purchasing.			
3	Determine the most appropriate method of solicitation, e.g., oral versus requests for quotations.			
4	Apply the procedures for small business/small purchase set asides.			
5	Describe how to publicize proposed small purchases.			
6	Evaluate and respond to pre-award inquiries concerning RFQs or oral solicitations.			
7	Advise and assist requiring activities in formulating purchase requests for small purchases and determine the need for Government furnished property or material.			
8	Advise and assist requiring activities and verify that sufficient funds are available prior to a small purchase.			
9	Conduct oral solicitations and prepare RFQs.			
10	Evaluate quotations including such aspects as considering late quotations and determining the lowest total price quotation.			
11	Determine the need for discussions on small purchases.			
12	Determine the responsibility of prospective small purchase suppliers.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PUR 102 - OPERATIONAL LEVEL PURCHASING FUNDAMENTALS**

<b>PUR 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
13	Recommend contractor for award of a small purchase.			
14	Apply procedures for placing orders and/or making awards under small purchase thresholds.			
15	Possess general knowledge of the small purchase mission, system, process, organization, management, statutory, and regulatory foundation, roles and responsibilities, and standards of conduct and skill in amending RFQs and extending the solicitation period.			
16	Explain how to issue orders against existing contracts/agreements.			
17	Determine whether the contractor is progressing with the schedule and complying with other small purchase clauses; know inspection/acceptance procedures, requirements, and practices.			
18	Modify purchase orders and other small purchase awards through administrative changes, change orders, or supplemental agreements.			
19	Provide post-award assistance to vendors on small purchases.			
20	Maintain small purchase files.			
21	Initiate adverse actions for fraud, collusion, et. al., involving small purchases.			
22	Determine whether delays are excusable and grant performance time extensions for excusable delays in small purchase.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PUR 102 - OPERATIONAL LEVEL PURCHASING FUNDAMENTALS**

<b>PUR 102</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
23	Apply techniques and instruments for dealing with the contractor's failure to perform.			
24	Cancel or terminate small purchase awards.			
25	Develop the Government's position on protests of small purchases.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PUR 201 - INTERMEDIATE PURCHASING**

<b>PUR 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Develop, maintain, and update informal procurement plans and milestones for complex small purchases.			
2	Advise and assist requiring activities in formulating technical evaluation criteria for complex small purchases.			
3	Identify and establish sources of supplies or services and conduct market research for small purchases.			
4	Determine whether competition is required for a small purchase.			
5	Select the most appropriate method of purchasing.			
6	Apply the procedures for small business/small purchase set asides.			
7	Evaluate quotations including such aspects as considering late quotations and determining the lowest total price quotation.			
8	Develop the pre-negotiation position on the price of a small purchase.			
9	Recommend a contractor for award of a small purchase.			
10	Modify purchase orders and other small purchase awards through administrative changes, change orders, or supplemental agreements.			
11	Determine whether delays are excusable and grant performance time extensions for excusable delays in small purchases.			
12	Initiate adverse actions for fraud, collusion, involving small purchases.			
13	Conduct oral solicitations and prepare RFQs.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**PUR 201 - INTERMEDIATE PURCHASING**

<b>PUR 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
14	Determine the need for discussions on small purchase acquisitions.			
15	Provide post-award assistance to vendors on small purchases.			
16	Cancel or terminate small purchase awards.			
17	Determine the responsibility of prospective small purchase suppliers.			
18	Apply techniques and instruments for dealing with the contractor's failure to perform.			
19	Develop the Government's position on protests of small purchases.			
20	Determine the necessity for and conduct conferences on RFQs.			
21	Settle claims against purchase orders and other small purchase awards.			
22	State how to review requests for and determine the need for Government Furnished Property in small purchases.			
23	Determine and issue stop or resume work orders on small purchase work.			
24	Describe how to manage payments to contractors for small purchases.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**SYS 201 - INTERMEDIATE SYSTEMS PLANNING, RESEARCH  
DEVELOPMENT & ENGINEERING**

<b>SYS 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Explain the steps of the Scientific Method (Systems Engineering Process), when it is applied, who utilizes it, and the results of each application.			
2	Implement technology management to assure the most efficient and mature technology is used and that need, schedule, and budget are not put at risk by immature technology.			
3	Apply the systems acquisition model, policies, and procedures as specified in DoDI 000.1 and 5000.2 to the development and procurement of a new weapon system.			
4	Explain the key elements of concurrent engineering and relate to Integrated Product and Process Development Teams.			
5	Establish and maintain a healthy and productive environment, one that acts in ways that uphold basic standards of respect for others, fairness, honesty, and integrity.			
6	Explain the role of the contractor Systems Engineering Management Plan (SEMP), Systems Engineering Master Schedule (SEMS), and Systems Engineering Detailed Schedule (SEDS) in planning the Systems Engineering effort of a defense system acquisition.			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**

**SYS 201 - INTERMEDIATE SYSTEMS PLANNING, RESEARCH  
DEVELOPMENT & ENGINEERING**

<b>SYS 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
7	Explain the definition, purpose, and content of program peculiar specifications and how they are used as the primary output of the Systems Engineering Process (SEP).			
8	Explain the need for and the role of Requirements Analysis in the Systems Engineering Process.			
9	Explain the need for and the role of Functional Analysis & Allocation as a logical step following Requirements Analysis in the Systems Engineering Process.			
10	Explain the need for and the role of Synthesis as a logical step following Functional Analysis & Allocation in the Systems Engineering Process.			
11	Explain and relate how the Work Breakdown Structure (WBS) is the realization of the system physical architecture developed from the specification tree which has evolved from the synthesis effort and what is the relationship to Integrated Product & Process Development.			
12	Explain the contracting process to include the Request For Proposal (RFP) structure, source selection, and Pre-award Survey (PAS).			
13	Explain Government Oversight functions to include Defense Contract Management Command (DCMC) support, work measurement, and cost estimating using learning curves.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**SYS 201 - INTERMEDIATE SYSTEMS PLANNING, RESEARCH  
DEVELOPMENT & ENGINEERING**

<b>SYS 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
14	Apply the concepts of life-cycle cost (LCC) and design to cost (DTC) and Cost/Schedule Control System Criteria to the systems acquisition model, as specified in the policies and procedures in DoDI 5000.1 and 5000.2, to the development and procurement of a weapon system.			
15	Explain the role and interrelationships of Configuration Management, Interface Management, and Data Management in the Systems Engineering Process.			
16	Apply the principles of risk management to the systems engineering process, identify the major sources of risk, and apply the methodologies for handling risk throughout the life cycle phase of systems acquisition.			
17	Explain the role of Trade Studies in the Systems Engineering Process and the relationship to risk management.			
18	Explain the role of Technical Performance Measurement (TPM) as a performance-based progress measurement control methodology in the Systems Engineering Process.			
19	Explain the role of Technical Reviews in reducing risk, addressing issues, establishing configuration baselines, and evaluating design maturity.			
20	Explain the role of technology in the acquisition life cycle; how it is developed, managed, and inserted into acquisition programs.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**SYS 201 - INTERMEDIATE SYSTEMS PLANNING, RESEARCH  
DEVELOPMENT & ENGINEERING**

<b>SYS 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
21	Explain how Software requirements are applied within the Systems Engineering Process by the Integrated Product & Process Development Team			
22	Apply the systems acquisition model, policies, and procedures as specified in DoDI 5000.1 and 5000.2 to the development of a manufacturing strategy and manufacturing plan for the procurement of a new weapon system.			
23	Discuss TQM philosophy and continuous improvement and be able to competently communicate in the common language of TQM, statistics.			
24	Explain the relationships between the technical disciplines, the Systems Engineering Management process, and the life cycle.			
25	Apply the systems acquisition model, policies, and procedures as specified in DoDI 5000.1 and 5000.2 to modifications and improvements of products and systems that are either under development or already fielded.			
26	Explain how Integrated Logistics Support and Logistics Support Analysis are applied within the Systems Engineering Process by the Integrated Product & Process Development Team.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**SYS 201 - INTERMEDIATE SYSTEMS PLANNING, RESEARCH  
DEVELOPMENT & ENGINEERING**

<b>SYS 201</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
27	Integrate life cycle disposal planning requirements within the Systems Engineering Process. Explain how environmental considerations are handled within the technical side of acquisition management.			
28	Explain how environmental considerations are handled within the technical side of acquisition management.			
29	Apply the principles of Test and evaluation to the systems engineering process, identify the major purposes of test and evaluation, and apply the methodologies for developing, conducting, and analyzing tests throughout the life cycle phase of systems acquisition.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**SYS 301 - ADVANCED SYSTEMS PLANNING, RESEARCH  
DEVELOPMENT & ENGINEERING**

<b>SYS 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	Understand legal, regulatory and policy environment of Systems Planning, Research, Development, and Engineering (SPRD&E) and its relationship to the Requirements and Technology Development Cycles.			
2	Analyze alternative technical solutions developed through application of the systems engineering process.			
3	Apply baseline management techniques as a key to orderly planning and progress from phase to phase of the development process.			
4	Plan and conduct technical reviews to assess progress and to control development.			
5	Employ analytic and management tools to assess and analyze processes and products.			
6	Assess organization, communication and teaming techniques that facilitate concurrent engineering.			
7	Assess the role of case tools that support concurrent engineering.			
8	Assess integrated weapons system management.			
9	Understand the impact of changes in the Defense Industrial and Technology Base.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**SYS 301 - ADVANCED SYSTEMS PLANNING, RESEARCH  
DEVELOPMENT & ENGINEERING**

<b>SYS 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
10	Analyze, synthesize and evaluate the translation of customer requirements into system requirements which meet user needs.			
11	Analyze tradeoffs considering critical technical parameters and life cycle requirements.			
12	Develop and evaluate the inputs to a RFP that support the technical goals.			
13	Evaluate ways to adapt new technology to meet technical goals.			
14	Understand the innovative and broad capabilities of defense modeling and simulation (M&S), its terminology, objectives, achieved successes, and current state-of-the-art.			
15	Integrate technical processes within the constraints of DoD acquisition policy and the PPBS environment.			
16	Identify business management issues as they affect SPRD&E decisions.			
17	Identify value of adapting existing technology to meet technical goals.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**SYS 301 - ADVANCED SYSTEMS PLANNING, RESEARCH  
DEVELOPMENT & ENGINEERING**

<b>SYS 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
18	Assess the interactive environment of design, test, manufacturing and logistics as the system is prepared for production, deployment, operations and support.			
19	Understand DoD manufacturing management issues.			
20	Understand that both product performance and production efficiency can usually be achieved from the same design approach.			
21	Understand how Quality Function Deployment can be used as part of a structured systems engineering process to capture requirements and start the technical translation process.			
22	Analyze environmental issues.			
23	Understand DoD and Service policies on Science and Technology.			
24	Understand the difference between laws and ethical behavior policies.			
25	Analyze and evaluate ethical leadership.			
26	Analyze how Defense Industrial Base issues affect technical development.			

# COMPETENCIES EMPLOYEE SELF-ASSESSMENT

## TST 101 - INTRODUCTION TO ACQUISITION WORKFORCE TEST AND EVALUATION

<b>TST 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	<b>Systems Acquisition Process.</b> Demonstrate a general knowledge of the PPBS process, milestone decision process, requirements generation process, integrated product development, roles of DoD components in acquisition, COEA process linkage to requirements and T&E planning			
2	<b>Role of T&amp;E in Systems Acquisition Process.</b> Demonstrate a general knowledge of the joint and service specific T&E management structure to include: T&E policy and procedures, T&E legal requirements, OSD oversight structure, service specific T&E management structures, DT&E vs OT&E, T&E as a risk mitigator, role of modeling and simulation in T&E, test team structure and its contribution to TEMP development and the difference between test and evaluation.			
3	<b>Test and Evaluation Design.</b> Demonstrate a general knowledge of the T&E role in determining the testability of requirements, evaluation strategy, analysis techniques, data requirements to support test plans, data source matrix, detailed test plans, resource requirements to support tests, validating test results, adequate sample size, environmental issues, threat representation requirements and resources, DT&E performance criteria, OT&E effectiveness suitability criteria, T&E's contribution to reliability growth, live fire test requirements, modeling and simulation capabilities and resources, parallel between T&E and the scientific method.			

# COMPETENCIES EMPLOYEE SELF-ASSESSMENT

## TST 101 - INTRODUCTION TO ACQUISITION WORKFORCE TEST AND EVALUATION

TST 101	Competency	Yes	No	Work Description/Justification
4	<b>Resource Management.</b> Demonstrate an understanding of and identify resource requirements to include: the MRTFB resource sources, e.g., TECNET, Range Commanders Council, DTEPI, I&M and CTEIP, project Reliance and test resource requirements for Part V of the TEMP.			
5	<b>Data Collection.</b> Demonstrate a general knowledge of various data sources to include instrumentation, telemetry, etc., and data base storage and retrieval requirements, data protection requirements, data transmission and test site interconnection.			
6	<b>Software.</b> Demonstrate a general knowledge of software test techniques and software metrics.			
7	<b>Analysis.</b> Demonstrate a general knowledge of the various analysis techniques to include: operational research, statistics, engineering analysis, modeling and simulation, data displays, use of surveys and data tabulation, software analysis, data fusion and COEA linkage. • Demonstrate a general knowledge of the different areas of analyses to include: integrated logistics support, software and hardware, technical performance, operational effective and suitability, humans factors, reliability and maintainability, survivability, transportability and interoperability, safety, and manpower personnel and training.			



**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**TST 101 - INTRODUCTION TO ACQUISITION WORKFORCE  
TEST AND EVALUATION**

<b>TST 101</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
8	<b>Evaluation.</b> Demonstrate a general knowledge of different techniques to evaluate technical performance, operational effectiveness and suitability.			
9	<b>Reporting.</b> Demonstrate a general knowledge of test report needs and requirements, policy and techniques for archiving, data display requirements and reporting, customers needs for briefing and reports, and the need for report timeliness.			

# COMPETENCIES EMPLOYEE SELF-ASSESSMENT

## TST 202 - INTERMEDIATE TEST AND EVALUATION

TST 202	Competency	Yes	No	Work Description/Justification
1	<b>Systems Acquisition Process.</b> Demonstrate an understanding of the PPBS process, milestone decision process, requirements generation process, integrated product development, roles of DoD components in acquisition, COEA process linkage to requirements and T&E planning			
2	<b>Role of T&amp;E in Systems Acquisition Process.</b> Demonstrate an understanding of the joint and service specific T&E management structure to include: T&E policy and procedures, T&E legal requirements, OSD oversight structure, service specific T&E management structures, DT&E vs OT&E, T&E as a risk mitigator, role of modeling and simulation in T&E, test team structure and its contribution to TEMP development and the difference between test and evaluation.			
3	<b>Test and Evaluation Design.</b> Can demonstrate an understanding of the T&E role in determining the testability of requirements, evaluation strategy, analysis techniques, data requirements to support test plans, data source matrix, detailed test plans, resource requirements to support tests, validating test results, adequate sample size, environmental issues, threat representation requirements and resources, DT&E performance criteria, OT&E effectiveness suitability criteria, T&E's contribution to reliability growth, live fire test requirements, modeling and simulation capabilities and resources, parallel between T&E and the scientific method.			

# COMPETENCIES EMPLOYEE SELF-ASSESSMENT

## TST 202 - INTERMEDIATE TEST AND EVALUATION

TST 202	Competency	Yes	No	Work Description/Justification
4	<b>Resource Management.</b> Demonstrate an understanding of and identify resource requirements to include: the MRTFB resource sources, e.g., TECNET, Range Commanders Council, DTEPI, I&M and CTEIP, project Reliance and test resource requirements for Part V of the TEMP.			
5	<b>Data Collection.</b> Demonstrate an understanding of various data sources to include instrumentation, telemetry, etc., and data base storage and retrieval requirements, data protection requirements, data transmission and test site interconnection.			
6	<b>Software.</b> Demonstrate an understanding of software test techniques and software metrics.			
7	<b>Analysis.</b> Demonstrate an understanding of the various analysis techniques to include: operational research, statistics, engineering analysis, modeling and simulation, data displays, use of surveys and data tabulation, software analysis, data fusion and COEA linkage. • Demonstrate an understanding of the different areas of analyses to include: integrated logistics support, software and hardware, technical performance, operational effective and suitability, humans factors, reliability and maintainability, survivability, transportability and interoperability, safety, and manpower personnel and training.			
8	<b>Evaluation.</b> Demonstrate an understanding of different techniques to evaluate technical performance, operational effectiveness and suitability.			

**COMPETENCIES  
EMPLOYEE SELF-ASSESSMENT**

**TST 202 - INTERMEDIATE TEST AND EVALUATION**

<b>TST 202</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
9	<b>Reporting.</b> Demonstrate an understanding of test report needs and requirements, policy and techniques for archiving, data display requirements and reporting, customers needs for briefing and reports and the need for report timeliness.			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**  
**TST 301 - ADVANCED TEST AND EVALUATION**

<b>TST 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
1	<b>Systems Acquisition Process.</b> Identify and describe the PPBS process, milestone decision process, requirements generation process, integrated product development, roles of DoD components in acquisition, COEA process linkage to requirements and T&E planning			
2	<b>Role of T&amp;E in Systems.</b> Describe the joint and service specific T&E management structure to include: T&E policy and procedures, T&E legal requirements, OSD oversight structure, service specific T&E management structures, DT vs OT test, T&E as a risk mitigator, role of Modeling and Simulation in T&E, test team structure and its contribution to TEMP development and the difference between test and evaluation.			
3	<b>Test and Evaluation Design.</b> Describe the T&E role in determining the testability of requirements, evaluation strategy, analysis techniques, data requirement to support test plans, data source matrix, detailed test plans, resource requirements to support tests, validating test results, adequate sample size, environmental issues, threat representation requirements and resources, DT&E performance criteria, OT&E effectiveness and suitability criteria, T&E's contribution to reliability growth, live fire test requirements, Modeling and Simulation capabilities and resources, parallel between T&E and the scientific method.			

**COMPETENCIES**  
**EMPLOYEE SELF-ASSESSMENT**  
**TST 301 - ADVANCED TEST AND EVALUATION**

<b>TST 301</b>	<b>Competency</b>	<b>Yes</b>	<b>No</b>	<b>Work Description/Justification</b>
4	<b>Resource Management.</b> Identify and describe resource requirements to include: the MRTFB resource sources, e.g., TECNET, Range Commanders Council, DTEPI, I&M and CTEIP, project Reliance and test resource requirements for Part V of the TEMP.			
5	<b>Data Collection.</b> Identify various data sources to include instrumentation, telemetry, etc., and data base storage and retrieval requirements, data protection requirements, data transmission and test site interconnection.			
6	<b>Software.</b> Define software test techniques and software metrics.			
7	<b>Analysis.</b> Recognize and differentiate, various analysis techniques to include: operational research, statistics, engineering analysis, modeling and simulation, data displays, use of surveys and data tabulation, software analysis, data fusion and COEA linkage. o Recognize and differentiate, different areas of analyses to include: integrated logistics support, software and hardware, technical performance, operational effective and suitability, humans factors, reliability and maintainability, survivability, transportability and interoperability, safety and manpower personnel and training.			
8	<b>Evaluation.</b> Describe different techniques to evaluate technical performance, operational effectiveness and suitability.			
9	<b>Reporting.</b> Identify test report needs and requirements, policy and techniques for archiving, data display requirements and reporting, customers needs for briefing and reports and the need for report timeliness.			

# *APPENDIX*

# FULFILLMENT OF DOD MANDATORY TRAINING REQUIREMENT

## Privacy Act Statement


**AUTHORITY:** EO 9397, November 1943 (SSN).

**PRINCIPAL PURPOSE(S):** To evaluate and determine the status of mandatory acquisition training. The purpose of soliciting the Social Security Number is for positive identification.

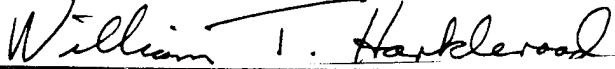
**ROUTINE USE(S):** The information provided is used for verification by the individual's supervisors and the individual's personnel office to ensure that mandatory acquisition training requirements have been fulfilled.

**DISCLOSURE:** Voluntary; however, failure to provide requested information may preclude an effective evaluation to determine an individual's status of mandatory acquisition training. Failure to provide the Social Security Number will not nullify the purpose or use of the requested information.

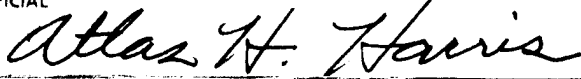
## SECTION I - INDIVIDUAL REQUEST (Type or print in ink)

1. NAME (Last, First, Middle Initial) SMITH, Beth A.		2. COURSE NUMBER ACQ 201	
3. COURSE TITLE Intermediate Systems Acquisition		4. COURSE LEVEL (Entry, Intermediate, Senior, etc.) Intermediate	
5. STATEMENT I propose that the skills and knowledge provided by the DoD mandatory course identified above have been obtained by experience, education, equivalency test, or alternate training. Based on the attached justification, I request that this be considered fulfillment of the mandatory training requirement indicated.			
6. SIGNATURE 		7. DATE SIGNED (YYMMDD) 95/02/05	
9. TITLE Special Projects Manager		8. SOCIAL SECURITY NUMBER 123-45-6789	
		10. SERIES 340	11. GRADE RANK GS-11
12. OFFICE SYMBOL AFMC/RWWL	13. LOCATION Wright-Patterson AFB	14. CURRENT LEVEL (Entry, Intermediate, Senior, etc.) Intermediate	
		15. DATE ENTERED CURRENT LEVEL (YYMMDD) 90/09/10	

## SECTION II - SUPERVISOR'S RECOMMENDATION

16. CONCURRENCE / NONCONCURRENCE (X one)			
<input checked="" type="checkbox"/> a. CONCUR - INDIVIDUAL HAS GAINED REQUISITE SKILLS AND KNOWLEDGE AS PROPOSED IN SECTION I.		<input type="checkbox"/> b. DO NOT CONCUR (Return request to individual)	
17. SUPERVISOR SIGNATURE 		18. DATE SIGNED (YYMMDD) 95/02/26	
19. DUTY TITLE Program Manager, Special Projects		20. OFFICE SYMBOL AFMC/RWL	
		21. LOCATION WPAFB OH	

## SECTION III - DISPOSITION

22. APPROVAL / DISAPPROVAL (X one)			
<input checked="" type="checkbox"/> a. APPROVED		<input type="checkbox"/> b. DISAPPROVED	
23. SIGNATURE OF APPROVING OFFICIAL 		24. DATE SIGNED (YYMMDD) 95/03/03	
25. DUTY TITLE Program Director, Electronic Combat SPO		26. OFFICE SYMBOL AFMC/RW	
		27. LOCATION WPAFB OH	

(Sample)